

City of Torrance, California



2010-2011 Budget

Adopted Second Year



James R. Armstrong Theatre



City Hall



Katy Geissert Civic Center Library

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Council Meeting of
May 25, 2010

PUBLIC HEARING

(Companion Item to Redevelopment Agency Item 5A)

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

Subject: Finance - 1st public hearing/budget workshop on the proposed budget revisions for the 2nd year of the City's two-year 2009-11 operating budget

RECOMMENDATION

Recommendation of the City Manager and the Finance Director that Your Honorable Body open the first public hearing and budget workshop on the proposed budget revisions for the 2nd year of the City's two-year 2009-11 operating budget and hold the second public hearing on June 15, 2010. (Companion item to Redevelopment Agency Item 5A.)

BACKGROUND/ANALYSIS

This public hearing was advertised and scheduled for the Council meeting this evening. This is the first of two public hearings/budget workshops scheduled for the 2nd year of the 2009-11 operating budget. These hearings should offer the opportunity for public discussion on the budget before you tonight.

At tonight's meeting, no formal action is requested.

The City Manager respectfully transmits his proposed changes to the 2010-11 fiscal year budget that was adopted as part of the two year operating budget for the 2009-10 and 2010-11 fiscal years last June. The budget for 2009-11, as presented, was balanced by eliminating a \$4.5 million budget deficit. A copy of the original two year operating budget has been attached for your review (limited distribution).

Unfortunately, General Fund revenues did not rebound as originally projected due to the prolonged recession, which technically ended at 4th quarter 2009. There are many signs that the economy is improving but unemployment continues to stall any optimism. General Fund revenues are projected to decline by 3.6% from last year. The hardest hit were sales tax and utility users' tax both caused by the downturn in the economy reducing consumer spending and less demand for products and oil based goods. However, the General Fund's largest revenue source, property tax, grew overall by 4.5% and the secured roll grew by 5.2%.

As reported during the fiscal year, City General Fund revenues were projected to be \$6 - \$8 million below budget and current estimates have revenues coming below budget by \$8.7 million. Even though the 2009-10 budget has been rebalanced through one time solutions by not filling non-critical vacancies and reviewing all departmental expenditures, the revenue shortfall adversely affects the 2010-11 fiscal year.

The pace and steepness of the economic recovery is highly contingent on unemployment. Unemployment numbers continue to be disappointing, which continually takes away any momentum from the recovery. General Fund revenues for the 2010-11 fiscal year are projected to grow modestly by about \$3 million or by 1.8%. This is \$8.8 million or 5% lower than what was projected a year ago. Even with the projected growth, revenues for the 2010-11 fiscal year are below fiscal year 2007-08 levels, particularly in sales tax.

In balancing the budget the following key elements were considered: 1) minimize the impact to the community; 2) maintain major programs including front line safety personnel; and 3) avoid employee layoffs and employee furloughs. While

the budget includes funding for agreed to wage packages for public safety personnel, and automatic step and longevity increases for all employees, due to revenue downturns the budget does not provide for potential wage and material increases. The non expansion of the wage base beyond contractual agreements assisted in rebalancing the 2009-10 year which will carry into the 2010-11 fiscal year. The recommendations by the City Manager rebalances the budget over the five year forecast by reducing ongoing expenditures by \$8.9 million, which includes over 21 positions and again stands by current negotiated employee contracts and funds the normal step progression and premiums for all employees. The non expansion of wages and materials for the 2009-10 and 2010-11 fiscal years was \$1.5 million and \$2.25 million respectively. The City Manager has received input from the departments as well as employees in arriving at this recommended budget.

	Major Revenues - General Fund Actuals (millions)			Projected	
	2007-08	2008-09	2009-10 (est)	2010-11	% Growth
Property Tax	37.6	39.2	41.0	42.8	4.4%
Sales Tax	42.9	39.3	33.2	34.5	3.9%
Utility Users' Tax	35.8	33.2	33.3	34.4	3.3%
Occupancy Tax	7.9	6.9	7.8	8.0	2.6%
Business License	7.9	8.0	8.2	8.5	3.7%
Franchise Permits	5.4	5.7	6.4	6.8	6.3%
Investment Earnings	5.8	6.0	3.4	3.4	0.0%
	143.3	138.3	133.3	138.4	
% chg previous year		-3.5%	-3.6%	3.8%	
% of General Fund	84.9%	84.8%	80.6%	82.2%	

I. Public Employees' Retirement System Employee Contribution

One of the major balancing strategies that is being recommended is pro-active and provides a locally controlled employee retirement option. It has immediate cost savings of \$630,000 in an area that has been one of the drivers of expenditure increases with the least impact to current personnel. It is the transfer of the responsibility of the employee share of the pension costs back to the employee for new hires. Currently, this contribution, 9% for Police and Fire and 7% for all others, is paid by the City (approx \$8.6 million). As noted, this change would be implemented for "new" employees only but does require the City to meet and confer with the affected employee organizations. Over the next four years the savings are estimated at \$2.5 million or \$630,000 annually and would continue to grow as the work force changes over.

- Fire \$125,000
- Police 125,000
- Miscellaneous 380,000

Budget deficit <\$8,900,000>

\$3,750,000
<\$5,150,000>

\$630,000
<\$4,520,000>

II. Public Safety

Changes in public safety are more often than not always difficult. Last year, the Police Department made major in-roads towards the development and implementation of "Team Policing", a new way of delivering front-line police services to the community. These in-roads included redeployment schedules that increased the number of officers in the field during peak hours, to increasing Police Lieutenants responsibilities to become "true" managers and part of the command team, and to moving towards non-sworn positions to provide long-term development and expertise in the fields not requiring police powers.

Police continues to see reductions in actual overtime (\$150,000) and is realizing one-time savings (\$300,000) due to early conversion of their non-sworn personnel.

The City Manager recommends moving two of the three Battalion Chiefs' driver/aides to fill two of the current vacancies and convert the 3rd driver/aid to a 40 hour per week schedule to provide administrative support during the day for a savings of \$357,000. (Note: the driver/aid provides staff support to the Battalion Chief at major incidents.) Additionally, the City Manager recommends through attrition moving the Administrative Battalion Chief and the Administrative Fire Captain to comparable non-sworn manager positions at a savings of \$310,000 annually.

An alternate option considered in lieu of the driver/aide recommendation to achieve comparable savings would use the three BC driver/aide for first call constant staffing and to move the 40 hour per week Fire Captains and 40 hour per week Battalion Fire Chiefs to the 56 hour per week schedule. There would be a substantial reduction in constant staffing hours and an elimination of the 15% premium related to the 40 hour assignment. However, without the concurrence of the affected employee organizations this option could not be achieved. The summary of all budget reductions for public safety are as follows:

Police

- Armed Forces Day Parade – \$30,000
The Department is not recommending that the parade be eliminated; however, there are adjustments to the schedule of events that can be considered to reduce costs. Specifically, the consolidation of the advance trip to Washington, D.C. to meet with armed forces staff with the legislative trip to meet with federal legislators will result in a savings of approximately \$5,000. Additionally, substantially reducing the pre-parade dinner on Friday and the post event dinner on Saturday will result in a savings of approximately \$25,000, for a total savings of approximately \$30,000.
- Reduction of department overtime \$150,000

- Elimination of one police vehicle – \$13,000
- Reduction in the County Animal Control Contract – 5,000
 - The department has replaced the Animal Control Staff Assistant with an Animal Control Officer. The additional Animal Control Officer will allow the department to reduce its County call-out services cost by \$5,000 by having more staff available for call-outs
- Honda vehicle donation to Police 34,000

Fire

- 2.0 Driver/Aides to fill current vacancies 357,000
- Admin. Battalion Chief to non sworn 150,000
- Admin. Fire Captain to non sworn 160,000
- Reduce overtime for the 4th of July Celebration 10,000
- Fire Services Day – discontinue the demonstrations at Southern California Regional Occupation Center (SCROC) 11,000
- Extend non-emergency vehicle life by one year 8,500

\$928,500

\$928,500
<\$3,591,500>

III. Non Safety Position Reductions (\$1,427,500)

The 19.8 positions being recommended below produces \$1,427,500 in savings and have a manageable affect on the community. The reductions are achievable due to reduced activity and work load resulting from the slowing of the economy; different ways of deploying personnel. All of the positions, with the exception of three, are vacant. Consistent with past policy those incumbent employees would remain employed at their current salary until attrition.

\$1,427,500
<\$2,164,000>

City Attorney's Office – Position reductions due to vacancies.

- 0.5 Deputy City Attorney I \$62,000
- 1.0 Legal Secretary 89,500

Community Development Department - Position reductions due to decreased demand for development related services as construction activity has slowed considerably as a result of the current economic downturn.

- Public Works Inspector *(General Fund portion is 50%)* \$ 60,500
- Building Inspector 111,000
- Engineering Technician 85,000
- Building Permit Technician 81,500

Community Services Department – Consolidation of the registration and information desks in the West Annex Lobby, administrative support reduction in Park Services, and additional efficiencies sought in the Library.

- Typist Clerk \$ 65,000
- Library Assistant I 71,000

Community Services Department/Public Works Department – The Community Services and the Public Works Department are forming an alliance to achieve budget savings while working towards minimizing the impact on the community. The alliance is with respect to the mowing operations, which both departments provide, one in parks and one in the public right- of- way, and concrete work, which is performed primarily by Public Works. The alliance results in 6.6 position deletions:

1.6 maintenance workers (CS)	\$104,160
1 Cement Finisher (PW Concrete Crew)	94,700
1 Equipment Operator (PW Concrete Crew)	83,900
1 Maintenance Worker (PW Concrete Crew)	65,100
2 Maintenance Workers (PW Streetscape Crew)	<u>130,200</u>
	<u>\$478,060</u>

Each June through September, three maintenance workers with concrete skills from the Community Services Department (CS) Project Crew will come to the Public Works Department (PW) to re-form the eliminated 3 person concrete crew for a period of 4 months. CS will keep the Lead Maintenance Worker from the Project Crew to mow and will hire three temporary employees to weed, edge, and sweep during these same high growth months. This alliance will replace the four months that the Project Crew would have been assigned to the parks to increase mowing in the summer, and PW will pick up four months of lost production in concrete during the summer.

As part of this joint effort to be least impactful to the public while achieving savings, PW will explore alternate ways to provide streetscape upkeep. Artesia Boulevard currently takes 1.0 FTE for mowing the parkways, which is a two person crew every other week. Public Works has received a bid to mow Artesia once a week for a period of a year for \$20,000. The Department is recommending that this be entered into as a trial period, as this reduces the cost by \$45,200 for these slender parkways. The summary of the savings anticipated to be gained from the alliance is as follows:

6.6 position eliminations	<u>\$478,060</u>
Applied to General Fund deficit	\$346,000
Applied to temporary summer mowing hires	112,060
(from existing maintenance worker list: 3 to CS for mowing/2 to PW for median maintenance)	
Applied to Artesia mowing contract	<u>20,000</u>
	<u>\$478,060</u>

Finance Department – Position reduction due to consolidation of functions as a result of the upcoming One Stop Permit Center.

- Account Clerk \$77,000

Fire Department – Refer to Section II Public Safety

General Services Department – Position reductions due to projected vacancy and efficiencies in printing operations.

- Senior Custodian \$83,500
- Central Services Coordinator 99,000

Human Resources Department – Position reductions due to vacancies and operational efficiencies.

- Senior Administrative Assistant \$95,000
- Personnel Technician 82,000

IV. Operational Efficiencies (\$806,500)

\$806,500
<\$1,357,500>

City Manager's Office – \$29,000

- Postage savings from phasing Season's magazine to online only

Communication and Information Technology - \$411,500

- Savings and efficiencies yielded from server consolidation (virtualization) project. \$ 55,000
- Extend the PC replacement cycle from 5 to 7 years 92,500
- Extend the telephone replacement cycle from 10 to 15 years and the network cable replacement cycle from 15 to 20 years. 147,000
- Reduction in the Data Communications budget - 3 years of lower support and maintenance costs for the new telephone system 7,000
- Reduction in telephone system maintenance 110,000

Community Development Department - \$230,000

The Community Development Department provides land use permitting, construction plan checking and inspection services related to developments in the City. The demand for these services is related to the economic cycles experienced locally as well as nationally. The current economic cycle has decreased the demand for development related services as construction activity has slowed considerably. The slowdown softens the impact of deleting development related positions. As building activity returns, the three deleted positions will be re-evaluated.

- Traffic calming budget – reallocate budget to the general fund \$150,000
- Housing Supervisor position – reallocate 20,000
20% of Housing Services Supervisor back to Housing
- Reduction of department overtime 10,000
- Reallocation of positions to the Redevelopment Program 50,000

Community Services - \$27,000

- Realignment of supply room functions \$16,000
- Combination of registration desk with information desk 11,000

Finance Department

- Reduction of department overtime \$14,000

Fire Department – (included in Public Safety above)

General Services Department - \$45,000

- Energy Savings from the Energy Efficiency and Conservation Block Grant (EECBG)

Human Resources Department - \$50,000

- Reallocation of WC Examiner
- Reduction of Department overtime

Police Department (included in Public Safety above)

V. Program Reductions (\$27,000)

- Wild Wednesdays \$13,000
 - Eliminate the program, which covers three Wednesdays
- End support for portable restrooms at school sites \$14,000
 - Option – seek reimbursement from non profits

$\frac{\$27,000}{<\$1,330,500>}$

VI. Employee Suggestions (\$223,500)

- Hold City Yard Open House every other year \$ 25,000
- Eliminate Employee Service Award Dinner (\$35,000)
 - CM recommends restructuring 10,000
- Info Bits – Post on TEN, eliminate printing 12,000
- Eliminate mailing of Annual Benefits Summary Statement 500
- Eliminate pre-council meeting dinner – staff (\$9,000)
 - CM recommends reduction by 50% 4,500
- Reduce/Eliminate color printing
 - CM recommends reducing color printing 5,000
- Employee energy conservation
 - CM recommends savings target 25,000
- Discontinue Rose Parade Float 132,000
- Eliminate Manager's workshop 9,500
 - CM recommends revisit but hold for 2011

$\frac{\$223,500}{<\$1,107,000>}$

VII. Additional Fees (\$177,000)

- Increase class fees \$152,000
 - Based on market study
- Increase picnic fees at additional parks \$10,000
- DVD rental and late fees \$15,000

\$177,000
<\$930,000>

VIII. Internal Adjustments (\$580,000)

- Defer increase to Self Insurance Fund \$300,000
- Advanced Life Support (ALS) without paramedic escort revenues in excess of the cost of phasing out the Hazardous Materials premiums for Fire \$280,000

\$580,000
<\$350,000>

IX. Energy Investment (Capital Required - \$2.9M)

- Energy savings from projects \$350,000
 - Requires \$2.9 million in capital

\$350,000
Balanced

X. Sources of One Time Monies

- RDA Downtown loan repayment \$2,000,000
- Telephone replacement \$500,000
- Early conversion of non-sworn positions in Police \$300,000

XI. If Council desires to remove items from the City Manager's recommended budget, the following alternate program reductions or others that the Council may propose may be considered to arrive at a balanced budget \$540,000

- Elimination of the following programs:
 - Concerts in the Park \$25,000
 - Library Hours – Close four (4) Sundays \$12,000
 - Operate for 28 Sundays instead of the 32 currently
 - Oodles of Noodles \$16,500
 - Reduce Park Patrols – Park Ranger Program \$17,000
 - Discontinue one (1.0) roving unit from each season – 760 hours
 - Summer Musicals \$63,000
 - 4th of July Celebration
 - Community Services \$50,000
 - Police overtime \$65,000
 - Aquacade \$7,500
 - Halloween Carnival \$5,500
 - Environmental Fair \$6,500
 - Community nonprofit grants – reduce by 50% \$20,000
 - General Fund subsidy to the Parks & Recreation Fund \$100,000
 - Eliminate the refuse services low income exemption \$79,000
 - for seniors/disabled for refuse services
 - Recover utilities for park facility usage \$74,000

XII. Additional Areas to Explore (requires meet and confer - \$263,000)

There are other options the City Manager will explore but due to requirements for the meet and confer process these will be considered for future budgets.

- Conversion of overtime rate in Fire from 2.1 to 1.5 (\$110,000)
- Restricting the maximum of compensatory time in Fire to 144 hours annually (\$53,000)
- Revisit how the City treats overtime in Fire for Fair Labor Standards purposes (\$100,000)
- Delay of Jan 2011 raises by 6 months (Fire) (\$430,000)
- Delay of Jan 2011 raises by 6 months (Police) (\$730,000)

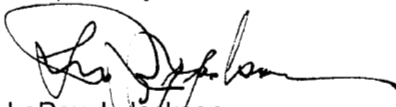
Summary of Recommend Balancing Options		
Projected Budget Deficit		\$ 8,900,000
Reserves for Wages/Materials 2008/09	\$1,500,000	
Reserves for Wages/Materials 2009/10	2,250,000	
		5,150,000
PERS Employee Contribution	630,000	
Public Safety	928,500	
Positions Reductions	1,427,500	
Operational Efficiencies	806,500	
Program Reductions	27,000	
Employee suggestions	223,500	
Additional Fees	177,000	
Internal Adjustments	580,000	
Energy Investment	350,000	
Budget (surplus/deficit)		\$ -
as recommended by City Manager		
Other Balancing Options to Consider	540,000	

Several of the recommendations may require some use of one time monies for those positions that are not vacant, where the savings were averaged over four years (PERS contribution savings), or where capital improvements are required such as the energy retrofit programs.

As with past messages, this document becomes the City Council's and may be revised and amended as directed by your Honorable Body.

As directed by your Honorable Body staff has attached the refuse rate agenda item originally heard on March 23.

Respectfully submitted,


LeRoy J. Jackson
City Manager

Attachments:

- A. Copy of Daily Breeze advertisement
- B. 2009-11 Operating Budget (Limited Distribution. A copy is available in the City Clerk's Office.)
- C. Refuse rate agenda item dated March 23, 2010

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Council Meeting
June 15, 2010

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

**Subject: Finance – Adopt Annual Appropriations RESOLUTIONS for the
2010-11 Operating Budget and the 2010-11 Capital Budget**

RECOMMENDATION

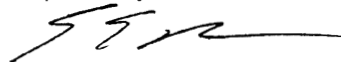
Recommendation of the City Manager and the Finance Director that the City Council adopt the **RESOLUTIONS** approving the annual appropriations for the 2nd year (2010-11 fiscal year) of the 2009-11 Two Year Operating Budget and for the 5th year (2010-11 fiscal year) of the 2006-11 Five Year Capital Budget.

BACKGROUND/ANALYSIS

The City has held two public hearings/budget workshops with the first hearing held on May 25, a continuation of the first hearing held on June 7, and the second hearing held on June 15. Staff made presentations at each meeting and comments were heard from the audience.

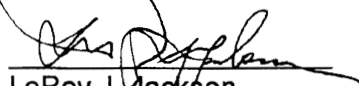
After the close of tonight's second public hearing, staff is recommending that your Honorable Body adopt the 2nd year of the 2009-11 two year operating budget and the 5th year of the 2006-11 five year capital budget.

Respectfully submitted,



Eric E. Tsao
Finance Director

CONCUR:



LeRoy J. Jackson
City Manager

Attachment:

- A. Operating Budget Resolution (material available Tuesday)
- B. Capital Budget Resolution (material available Tuesday)

RESOLUTION NO. 2010-56

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TORRANCE ADOPTING REVISIONS TO THE SECOND YEAR OF THE TWO YEAR OPERATING BUDGET PLAN; AND ESTABLISHING THE ANNUAL APPROPRIATION FOR THE 2010-2011 FISCAL YEAR

WHEREAS, the City Manager of the City of Torrance, in accordance with the provisions of the City Charter, does hereby submit to the City Council for the fiscal year 2010-2011 City operating budget which consists of:

	2010-2011
GENERAL FUND	\$ 170,207,383
INTERNAL SERVICE	
Fleet Services	5,955,689
Self Insurance	4,020,592
Subtotal	9,976,281
ENTERPRISE FUNDS	
Airport	11,583,368
Transit	23,690,008
Water	28,898,124
Sanitation	11,589,555
Cultural Arts Center	2,187,763
Sewer	2,377,349
Emergency Medical Services	11,039,259
Animal Control	467,765
Parks & Recreation	8,279,678
Subtotal	100,112,869
EXTERNAL FUNDS	
Home Improvement	364,424
Employment Program	
Section 8 Rental Assist.	6,633,720
Rehabilitation Loan Program (HCD)	4,300
Redevelopment Agency	15,617,701
Redevelopment Meadow Park Parking Lot	23,850
Government Cable	1,569,742
Communications	
Cable TV Public Access	420,028
Police Inmate Welfare Fund	10,000
Street Lighting District	3,191,820
Air Quality Management	196,582
Vanpool/Rideshare	260,101
Gas Tax	840,000
Prop C	1,508,900
Torrance Public Financing	4,576,230
Subtotal	\$35,217,398

WHEREAS, the City Council set May 25, and June 7, 2010, as the dates for public hearings on the revisions to the 2nd year of the adopted 2009-11 City budget originally adopted on June 23, 2009; and

WHEREAS, the complete budget book is on file with the City Clerk's Office;

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF TORRANCE does hereby resolve the following:

SECTION 1

That the City Manager's proposed budget for the 2010-2011 fiscal year shall be adopted, inclusive of the following items and adjustments:

I. GENERAL FUND EXPENDITURE BUDGET PROGRAM MODIFICATIONS FOR 2010-2011:

A. City Attorney	
1. Delete 0.5 Deputy City Attorney I position	\$ <62,000>
2. Under-fill 2.0 Deputy City Attorney positions	<62,400>
Subtotal	\$<124,400>
B. City Manager	
1. Postage savings from posting Season's catalog on-line only	\$ <29,000>
2. Reduction in pre-council meeting expense for staff	<4,500>
3. Alternate funding for Rose Parade Float	<132,000>
4. Under-fill 1.0 Sr. Management Asst. in CM's Office	<13,100>
5. Reduction in community non-profit grants	<20,000>
6. Reduction in Council travel	<14,000>
Subtotal	\$ <212,600>
C. Community Services	
1. Realignment of supply room functions	\$ <16,000>
2. Combination of registration desk with information desk	<11,000>
3. Wild Wednesdays – elimination of program	<13,000>
4. End support for portable restrooms at school sites	<14,000>
5. Deletion of 0.7 Sr. Recreation Leader position	<19,500>
6. Deletion of 1.0 Library Asst. I position	<71,000>
7. Reduction of Concerts in the Park	<16,000>
8. Elimination of Oodles of Noodles event	<16,500>
9. Elimination of the Independence Day celebration	<50,000>
10. Reduction of Aquacade	<2,500>
11. Recovery of short term permits Parks and Recreation	<21,000>
Subtotal	\$ <250,500>
D. Community Development	
1. Traffic Calming budget reduction	\$ <150,000>
2. Reallocate 20% of Housing Supervisor position to Housing Fund	<20,000>
3. Reduction of department overtime	<10,000>
4. Reallocation of positions to Redevelopment Program	<50,000>
5. Deletion of 1.0 Public Works Inspector (50% reimb. from capital projects)	<60,500>
6. Deletion of 1.0 Building Inspector position	<111,000>
7. Deletion of 1.0 Engineering Technician I position	<85,000>
8. Deletion of 1.0 Building Permit Technician position	<81,500>
9. Elimination of Environmental Fair (alternate funding)	<6,500>
Subtotal	\$ <574,500>
E. Communications and Information Technology	
1. Savings and efficiencies yielded from virtual server project	\$ <55,000>
2. Extend the PC replacement cycle from 5 to 7 years	<92,500>
3. Extend telephone replacement cycle from 10 to 15 years and network cable from 15 to 20 years	<147,000>
4. Reduction in Data Comm. Budget – 3 years of lower telephone and support costs	<7,000>
5. Reduction in telephone system maintenance	<110,000>
Subtotal	\$ <411,500>

F. Departments	
1. Energy savings from Energy Efficiency and Conservation Block Grant	\$ <45,000>
2. Hold City Yard Open House every other year	<25,000>
3. Employee energy conservation	<25,000>
4. Energy savings from projects	<350,000>
5. Miscellaneous employee PERS city payment phase-out	<380,000>
Subtotal	\$<825,000>
G. Finance	
1. Reduction in department overtime	\$ <14,000>
2. Deletion of 1.0 Account Clerk position	<77,000>
Subtotal	\$ <91,000>
H. Fire	
1. Reduce overtime for the Independence Day Celebration	\$ <10,000>
2. Reduce demonstrations at Southern California Regional Occupational Center (SCROC) for Fire Services Day	<11,000>
3. Extend non-emergency vehicle life by one year	<8,500>
4. Reduce 2.0 Driver/Aides to fill current vacancies/convert 1.0 to 40 hr	<357,000>
5. Convert 1.0 Admin. Battalion Chief to non-sworn	<150,000>
6. Convert 1.0 Fire Captain to non-sworn	<160,000>
7. Fire employee PERS city payment phase-out	<125,000>
Subtotal	\$<821,500>
I. General Services	
1. Reduce/Eliminate color printing	\$ <5,000>
2. Deletion of 1.0 Sr. Custodian position	<83,500>
3. Deletion of 1.0 Central Services Coordinator position	<99,000>
Subtotal	\$ <187,500>
J. Human Resources	
1. Reallocation of Worker's Comp. Examiner	\$ <35,000>
2. Reduction in department overtime	<15,000>
3. Reduction in Service Award Dinner	<10,000>
4. Eliminate printing of Info Bits (post on TEN)	<12,000>
5. Eliminate mailing of Annual Benefits Summary Statement	<500>
6. Deletion of 1.0 Sr. Admin. Assistant position	<95,000>
7. Deletion of 1.0 Personnel Technician position	<82,000>
Subtotal	\$ <249,500>
K. Non-Departmental	
1. Non-expansion of wages and materials for 2009-10 and 2010-2011	\$<3,750,000>
2. Eliminate Manager's workshop for 2011	<9,500>
3. Defer increase to Self Insurance Fund	<300,000>
4. Advanced Life Support (ALS) without paramedic escort revenues in excess of the cost of phasing out the hazardous material positions	<280,000>
Subtotal	\$<4,339,500>

L. Police	
1. Armed Forces Day Parade	\$ <30,000>
2. Reduction in police overtime	<150,000>
3. Elimination of 1.0 police vehicle	<13,000>
4. Reduction in County Animal Control contract	<5,000>
5. Honda vehicle donation to Police	<34,000>
6. Police employee PERS city payment phase-out	<125,000>
7. Elimination of Independence Day Celebration – Police overtime	<65,000>
Subtotal	\$ <422,000>
M. Public Works	
1. Street sweeping – elimination of night shift route	\$ <14,000>
2. Deletion of 1.0 Cement Finisher position	<94,700>
3. Deletion of 1.0 Equipment Operator position	<83,900>
4. Deletion of 1.0 Maintenance Worker position	<65,100>
Subtotal	\$ <257,700>

II. GENERAL FUND REVENUE MODIFICATIONS FOR 2010-2011:

A. Community Services	
1. Increase class fees	\$ 152,000
2. Increase picnic fees at additional parks	10,000
3. DVD rental and late fees	15,000
Subtotal	\$ 177,000

SECTION 2

That the City Manager's proposed General Fund operating budget, Fleet Services budget, Self-Insurance budget, Airport Fund budget, Transit Fund budget, Water Fund budget, Sanitation Fund budget, Cultural Arts Center budget, Sewer Fund budget, Emergency Medical Services budget, Animal Control budget, Parks and Recreation Fund budget, Home Improvement Employment Program budget, Rehabilitation Loan Program budget, Section 8 Rental Assistance budget, Redevelopment Agency budget, Redevelopment Meadow Park Parking Lot budget, Cable TV Public Access budget, Cable TV Government Communications budget, Police Inmate Welfare budget, Vanpool/Rideshare budget, Air Quality Management budget, Torrance Public Financing budget, Street Lighting District budget, Gas Tax budget, Prop C budget, and expenditures authorized inclusive of specific items as set forth in Section 1 of this Resolution, and as now on file with the Finance Director, be and hereby are adopted.

SECTION 3

That the City Manager's recommended use of one-time funding is ratified as follows:

General Fund:

Funding for the Rose Float	\$ 132,000
Funding 1.0 Public Works Inspector position (CDD)	\$ 105,000
Funding 1.0 Equipment Operator position (PW)	\$ 86,000
Funding 1.0 Sr. Custodian position (Gen. Svcs.)	\$ 83,500
Funding 1.0 Central Svc. Coordinator position (Gen. Svc.)	\$ 99,000
Funding 1.0 Admin. Batt. Chief to non-sworn position (Fire)	\$ 320,000
Funding 1.0 Admin. Fire Captain to non-sworn position (Fire)	\$ 300,000
Funding Energy Saving Projects	\$ 2,900,000
Funding Fire (9% PERS employee contribution for new hires)	\$ 125,000
Funding Police (9% PERS employee contribution for new hires)	\$ 125,000
Funding Misc. (7% employee PERS contribution for new hires)	\$ 380,000
Total	\$ 4,655,500

SECTION 4

That the City Manager may make any adjustments within the total operating budget allocations as deemed desirable and necessary during the fiscal year in order to meet the City's needs, goals and objectives.

Introduced, approved and adopted this 15th day of June 2010.

APPROVED AS TO FORM:
JOHN L. FELLOWS III, City Attorney

/s/ Frank Scotto
Mayor Frank Scotto
ATTEST:

by /s/ Patrick Q. Sullivan
Patrick Q. Sullivan, Assistant City Attorney

/s/ Sue Herbers
Sue Herbers, City Clerk

TORRANCE CITY COUNCIL RESOLUTION NO. 2010-56

STATE OF CALIFORNIA)
COUNTY OF LOS ANGELES) ss
CITY OF TORRANCE)

I, Sue Herbers, City Clerk of the City of Torrance, California, do hereby certify that the foregoing resolution was duly introduced, approved, and adopted by the City Council of the City of Torrance at a regular meeting of said Council held on the 15th day of June, 2010 by the following roll call vote:

AYES: COUNCILMEMBERS Barnett, Brewer, Furey, Numark, Rhilinger, Sutherland,
and Mayor Scotto.

NOES: COUNCILMEMBERS None.

ABSTAIN: COUNCILMEMBERS None.

ABSENT: COUNCILMEMBERS None.

Date: June 21, 2010

/s/ Sue Herbers
Sue Herbers
City Clerk of the City of Torrance

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

**Subject: Finance – September/October Budget Revisions to Revenue and Expenditures
for the 2010-11 fiscal year operating budget.**

RECOMMENDATION

Recommendation of the City Manager and the Finance Director that Council accept the City Manager's budget proposal, receive public input, and revise or amend to rebalance the revenues and expenditures for the 2010-11 fiscal year operating budget.

BACKGROUND/ANALYSIS

The City Manager respectfully transmits his proposed revisions to the 2010-11 fiscal year operating budget to the City Council. This budget is now the City Council's and may be revised and amended as directed by Your Honorable Body.

The City has projected a budget shortfall for the current 2010-11 fiscal year of \$5.5 million. This is primarily due to revenues falling short of budget estimates for the prior fiscal year (2009-10) by an additional \$5.9 million. The \$5.5 million shortfall was evident as the fiscal year ended and all year-end accounts were closed out. The 2009-10 fiscal year was economically challenging for all, including local government. While the core revenues of the City's General Fund were within 2% of budget projections, the forecast for the non-core revenue categories were too optimistic. Core revenues are property, sales, and utility user's taxes which account for about 70% of the General Fund. Historically, the non-core revenues (business license tax, occupancy tax, investment earnings and miscellaneous revenues) generally offset each other at year-end with some revenues exceeding budget and others coming in below budget. This past year, however, substantially all revenues were below budget. (Attachment B)

Before you tonight are the City Manager's proposed modifications and revisions to the 2010-11 fiscal year operating budget (the budget Your Honorable Body approved on June 15, 2010) to bring it back into balance. Since the City is required to have a balanced budget, certain budget modifications are required immediately to ensure the City maintains a balanced budget for the remainder of the current 2010-11 fiscal year (Attachment A – Budget Summary). The majority of economic forecasts project the economy will improve, albeit slowly, over time and most likely will not have an immediate material impact affecting the remainder of this fiscal year. Staff makes this assertion because included as part of the strategy to balance the current fiscal year is the assumption that revenues will rebound by \$1.8 million by June 2012.

The modifications before you include difficult choices, including a series of vacant position reductions. The City Manager recommends re-balancing the budget by making the following internal adjustments, program modifications and reductions in positions, all of which have the least negative impact to programs and services:

- Internal adjustments ----- \$2,191,500
- Program Modifications ----- \$48,000
- Reductions in Positions ----- \$2,781,000
- One-Time Modifications ----- \$593,000

INTERNAL ADJUSTMENTS - \$2,191,500

- The internal adjustments being recommended include the deferral of certain budgeted reserve increases. The Finance Director believes that in light of the current economic climate, these deferrals are reasonable with the commitment to address these reserve requirements in future budgets.

<u>FUND</u>	<u>AMOUNT</u>
Gas Tax	\$200,000
Self Insurance	\$200,000
Parks & Recreation Enterprise Fund	\$250,000
Retiree Health	\$1,000,000
Tax Revenue Anticipation Notes (TRAN)	\$500,000
SGC Sustainable Communities Planning and Incentives Grant	\$41,500
Total	2,191,500

- **Gas Tax** - Increase the transfer of Gas Tax funds to the City
 - The current annual transfer is \$840,000 and is used for street maintenance and repair rather than reconstruction or new construction. The City Manager proposes to increase the transfer by \$200,000 to \$1,040,000. The original \$840,000 transfer has not changed since before 1990-91 fiscal year.
- **Self Insurance** - Decrease the transfer to Self Insurance by \$200,000 to 2007-08 levels.
- **Parks & Recreation Enterprise Fund** - Decrease City subsidy by \$250,000
 - A market survey was recently conducted and found that the City's fees were below the neighboring market average. The above adjustment brings the City fees closer to the market average by decreasing the current City subsidy by \$250,000. The Community Services Director under the supervision and control of the City Manager has the

authority to establish fees for all classes, events, and activities sponsored by the Community Services Department. See Attachment C

- **Retiree Health** - Deferring the additional transfer of funds by \$1,000,000
 - In 2007-08 the City began funding retiree health benefits on an actuarial basis rather than on a cash basis. The change in funding, though not required, is consistent with the City's fiscally conservative approach.
- **Tax Revenue Anticipation Notes (TRAN)** - Realize the full amount of savings from the City's annual Tax Revenue Anticipation Notes (TRAN) transaction by \$500,000
 - The City has issued TRAN's for the last four years. Earnings on the TRAN's for this fiscal year are projected to be \$1,000,000. Originally the TRAN proceeds were slated to fund capital projects and/or funding of reserves. This will dedicate all of the TRAN proceeds to funding operations.
- **Sustainable Communities Planning and Incentives Grant**
 - Use grant to offset salaries by \$41,500 for two years (two-year grant savings over three years). Note: Grant has been submitted awaiting decision.

PROGRAM MODIFICATIONS - \$48,000

- Also being recommended is one program modification to delete 16 of the 32 Sunday library services during the school year which directly impacts the hours of service to our citizens. Back in June when the budget was adopted, staff listed as an "alternate" proposal the deletion of all of the Sunday library services.

REDUCTIONS IN POSITIONS - \$2,781,000

- Given the economic uncertainty at the end of last fiscal year, the City Manager was cautious in filling vacancies. Since July, the City Manager has been deferring any non-safety position appointments to provide the City Council maximum flexibility in making budget modifications given the current economic climate and its impact on City revenues. No current permanent employee will be out of employment because of the reduction in budgeted positions. The deletion of vacant positions is consistent with past Council policy.
- While the proposed reductions rely on available vacancies to avoid employee layoffs, it does limit the options available to rebalance the rest of the budget. The budget modification recommendations for consideration meet the no layoff policy and have the least impact upon the services available to the citizens of the community. The City Manager must emphasize that none of these budget reductions are desirable. All will result in diminished levels of service to the community or to the internal departmental operations of the City. These reductions are judged to be the most viable at this time with the least adverse impact on residents and employees.

- One of the major projected budget impacts related to our current fiscal year is upcoming contractual wage adjustments for police and fire safety personnel due in January of 2011. These wage increases were included in collective bargaining agreements which were negotiated in late 2008 with an expiration term of December 31, 2011. The final compensation adjustment is the last element of those agreements. When the safety packages were determined, the City's projected revenues reflected a pre-recession economy but were not met because of the prolonged recession. To alleviate the impact of the upcoming wage adjustment, the City Manager explored with each of the effected employee organizations the possibility of deferring these increases by six months until July 2011 to provide short term relief for this fiscal year. No agreement was reached, therefore the required increase in expenditures remain in the current budget. The City Manager is recommending budget expenditure reductions to offset these contractually required compensation adjustments.

Proposed on-going position reductions and modifications to balance Fiscal Year 2010-11, inclusive of negotiated wage contracts, are as follows:

Positions	Annual Savings	Employee Group	Comments
Non-Safety Department Reductions			
1.0 Buyer	\$90,000	TPSA	Vacant
1.0 Intern (CM's Office)	\$40,000	Non-Represented	Vacant
3.0 Maintenance Workers	\$195,000	TME-AFSCME	2 positions from Public Works, and 1 position from CS Park Services (requires transfer of 1 employee to PW)
2.0 Typist Clerk (Park Services & Rideshare/HR) – See Attachment D	\$127,800	TCEA	Vacant
1.0 Deputy City Attorney II – See Attachment E	\$175,000	Executive	Vacant
1.0 Legal Secretary	\$89,000	TCEA	Vacant
1.0 Public Works Supervisor (Streetscape)	\$40,000	TPSA	Downgrade to Lead Maintenance Worker
1.0 Associate Engineer (PW)	\$160,000	Engineers	Vacant, requires function realignment
Fire Department Reductions – See Attachment F			
1.0 Operations Specialist	\$178,500	TFFA	Vacant
3.0 Engineers (Air & Lighting)	\$645,000	TFFA	1 vacancy, 2 through attrition
Police Department Reductions – See Attachment G			

1.0 Public Safety Dispatch Supervisor	\$115,500	TPSA	Vacant
1.0 Secretary	\$76,900	TCEA	Vacant
1.0 Services Officer	\$87,500	TME	Vacant
<i>Positions de-funded, pending possible reinstatement through conversions (subject to meet & confer)</i>			
4.0 Police Officers	\$760,000	TPOA	Vacant

- The City Manager has attached the entire list of vacant positions and total annual compensation amount including benefits. The list may be utilized to explore options if the City Council desires to modify the recommended position reductions as submitted by the City Manager. (Attachment H)

One-Time Modifications - \$593,000

Another balancing alternative option that the City Manager explored with all employee organizations was the possibility of suspending the future accrual of a shift of vacation time prorated over the remaining pay periods of this fiscal year. The proposed vacation accrual reduction is a one-time adjustment with limited impact to an employee's overall compensation. Discussions have been had general employee and safety employee organizations but no agreement has been achieved at this time. Therefore, the City Manager has included a set of contingency budget reductions which is recommended to be in place so as to equal dollar amounts required which could be offset if agreement were reached.

General Employees (hold positions vacant)

- Accountant
- Custodian
- Maintenance Worker (PW)
- Accountant

Fire (Hold position vacant)

- Fire Prevention Specialist

Police

- Captain Promotion – delay by three (3) months
- Lieutenant Promotion – delay by four (4) months

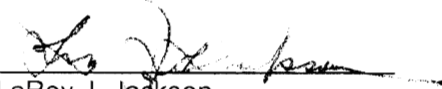
The following is a summary of recurring expenditure reductions and one-time expenditure reductions by employee category:

	<u>Total</u>	<u>Recurring</u>	<u>One-time</u>
General	\$1,173,500	\$ 883,500	\$290,000
Police	1,233,000	1,050,000	\$183,000
Fire	902,000	750,000	\$152,000

These recommendations once approved will achieve a balanced budget as of this date. The Finance Director will be monitoring closely all revenue elements and will provide the City Council with monthly information on our budget status. The City will be conducting its quarterly review with the Council's Finance and Governmental Operations Committee in November and each quarter thereafter.

It is requested that the City Council receive input, review the recommended budget revisions, and concur or modify this document. Any revisions made by Your Honorable Body will be incorporated into the City's operating budget for the 2010-11 fiscal year.

Respectfully submitted,


LeRoy J. Jackson
City Manager

Attachments:

- A: Budget Summary
- B: Revenue Revisions
- C: Community Services Class Fee Increases
- D: Park Services Clerical Job Duties
- E: Note from City Attorney
- F: Note from Fire Chief
- G: Note from Police Chief
- H: Vacancy List

2010-2011 Budget Summary September/October Revise

Target	\$5,548,000
A	2,191,500
B	48,000
C	1,173,500
D	1,233,000
E	902,000

Group A – Elements with least negative impacts to program and services		Non-Labor
Retiree Health Contribution Reduction		1,000,000
Gas Tax (increase transfer in to General Fund)		200,000
Self Insurance (decrease General Fund transfer)		200,000
Parks & Recreation Enterprise Fund Subsidy Reduction		250,000
TRAN (Tax Revenue Anticipation Notes, realize full amount of savings)		500,000
Use Sustainable Communities Planning and Incentives Grant to offset salaries for two years (Two year grant savings over 3 years)		41,500
Total		2,191,500

Group B – Program Changes		48,000
Library Hours – Close all Sundays (currently 16 out of 32 Sundays)		48,000
Total		48,000

Group C – General Employee Position Reductions and/or Contract Modifications		
1.0 Deputy City Attorney II (less \$33,300 for contract services)		141,700
1.0 Legal Secretary		89,000
1.0 Buyer		90,000
1.0 Intern (City Manager's Office)		40,000
3.0 Maintenance Workers		195,000
2.0 Typist Clerk (Park Services & Rideshare)		127,800
Downgrade 1 Public Works Supervisor to Lead Maintenance Worker		40,000
1.0 Associate Engineer (Public Works)		160,000
Subtotal		883,500
Temporary Hold Pending the Reduction of Vacation Accrual by 9 hours		
1.0 Accountant		290,000
1.0 Custodian		101,700
1.0 Maintenance Worker (Public Works)		61,500
1.0 Library Assistant I		65,000
Total		1,173,500

Group D -Public Safety Department Reductions and/or Contract Modifications - Police Department		
Budget Target		
Police Dept. Budget Modifications		320,000
Funding Jan. 2011 raise (3.5%)		730,000
Reduction of Vacation Accrual by 9 hours		183,000
Total		1,233,000
Position Reductions		
1.0 Public Safety Dispatch Supervisor		115,500
1.0 Secretary		77,000
1.0 Services Officer		87,500
Torrance Unified School District Overtime		34,000
Total		314,000
Delay of PD Raise by 6 months		
4.0 Police Officers - eliminate positions		760,000
Total		760,000
Reduction of Vacation Accrual by 9 hours (One-Time)		
Delay 1.0 Captain promotion by three (3) months		89,000
Delay 1.0 Lieutenant promotion by four (4) months		94,000
Total		183,000

Group E -Public Safety Department Reductions and/or Contract Modifications - Fire Department		
Budget Target		
Fire Dept. Budget Modifications		320,000
Funding Jan. 2011 raise (3%)		430,000
Reduction of Vacation Accrual by 9 hours		152,000
Total		902,000
Position Reductions		
Ops Specialist (to cover FF vacancy)		178,500
Total		178,500
Delay of Fire Raise by 6 months		
3.0 Engineers - achieved through attrition over 3 years		645,000
<i>NOTE: 2 of the currently filled positions will be utilized for constant staffing and IOD</i>		-
Total		645,000
Reduction of Vacation Accrual by 12.6 hours		
Fire Prevention Specialist (Unfund through June 30, 2011)		120,000
Total		120,000

General Fund Revenues

Revised Budget Proposal with YTD Actuals for fiscal year 2011 and 2010

	Adopted Budget 2010-11	Revised Annual Budget 2010-11	Budget Revision	Seasonal Budget 2010-11	YTD Actuals 2010-11	% of Annual	% of Seasonal	YTD Actuals 2009-10	Fiscal Year End Actuals 2009-10
Tax Revenues:									
Property Taxes	\$ 30,155,359	\$ 28,530,000	\$ (1,625,359)	\$ 1,437,120	\$ 1,419,242	5.0%	98.8%	\$ 1,514,349	\$ 28,227,101
VLF Swap	11,626,875	11,070,000	(556,875)	-	-	0.0%	0.0%	-	11,216,152
Real Prop. Transfer Tax	604,000	600,000	(4,000)	123,988	84,984	14.2%	68.5%	89,204	516,996
Sales and Use Taxes	26,410,566	26,000,000	(410,566)	4,123,378	4,931,784	19.0%	119.6%	4,463,532	25,103,636
Sales Tax Flip	7,795,600	8,584,000	788,400	-	-	0.0%	0.0%	-	7,666,250
Sales Tax PSAT	1,364,928	1,350,000	(14,928)	245,687	204,823	15.2%	83.4%	192,057	1,148,942
Utility Users Tax	36,640,187	37,000,000	359,813	6,387,618	5,891,752	15.9%	92.2%	5,497,042	32,100,029
Business License Tax	8,489,219	7,900,000	(589,219)	166,233	173,774	2.2%	104.5%	189,214	7,668,781
Franchise Tax	6,430,807	5,400,000	(1,030,807)	30,000	22,624	0.4%	75.4%	75,323	4,541,023
Occupancy Tax	8,529,290	7,400,000	(1,129,290)	280,000	238,594	3.2%	85.2%	199,155	6,400,236
Other Taxes	635,130	810,000	174,870	139,298	146,022	18.0%	104.8%	82,776	704,118
Total Tax Revenues	\$ 138,681,961	\$ 134,644,000	\$ (4,037,961)	\$ 12,933,322	\$ 13,113,599	9.7%	101.4%	\$ 12,302,652	\$ 125,293,264
			\$ -						
In Lieu & Transfer Ins	\$ 14,392,081	\$ 14,740,000	\$ 347,919	\$ 5,307,736	\$ 5,260,466	35.7%	99.1%	\$ 4,077,491	\$ 19,771,115
Investment Earnings	3,446,727	2,000,000	(1,446,727)	435,425	299,799	15.0%	68.9%	788,720	2,624,386
Other Revenue	11,837,399	11,426,500	(410,899)	1,942,505	1,850,708	16.2%	95.3%	2,015,654	10,486,555
Total Revenues	\$ 168,358,168	\$ 162,810,500	\$ (5,547,668)	\$ 20,618,988	\$ 20,524,572	12.6%	99.5%	\$ 19,184,517	\$ 158,175,320

CITY OF TORRANCE

INTEROFFICE COMMUNICATION

DATE: September 30, 2010

TO: ARAM CHAPARYAN, ASSISTANT TO THE CITY MANAGER

FROM: JOHN JONES, COMMUNITY SERVICES DIRECTOR

SUBJECT: September Budget Revise—Fee Increases

During 2009-2010, the Community Services Department conducted a broad market rate analysis of all recreational and cultural fees at the local and regional levels. The study determined that there were instances in which the City of Torrance's programs and classes were being offered below the average market rate compared to programs and classes offered by neighboring cities, cities of similar size, non-profit and for-profit agencies.

The Department proposes to increase revenue by an additional \$250,000 over four quarters through class and program fee adjustments. It is the goal of the department that these proposed fee increases bring our fees in certain programs and classes up to the average market rate and close the gap in other programs and class areas that are well below the average market rate.

Fee increases to discretionary programs are not a long term solution to budget deficits. However, the increases allow the City to recover direct and some indirect costs and lessen the General Fund subsidy for its recreational and cultural programming. The fee increases for classes and some programs will begin with the Winter "Seasons Guide" available in November with classes starting in January 2011. Other fee based activities will be modified and implemented upon Council approval. The Department has forecast its anticipated revenue for six months as the fee increases are taking place midway through the year. It is anticipated that over 12 months the Community Services Department will meet the \$250,000 goal.

During this fiscal year, the Recreation Services Division plans to raise approximately \$103,000 through a mixture of class and activity/attendance fee increases. Some examples are:

Activity	Current Fee	Proposed Fee	Market Rate
Sea Aire Golf (round of 9 holes)	Youth \$4.00	Youth \$6.00	Youth \$7.00
	Senior \$4.00	Senior \$8.00	Senior \$10.00
	Adult \$6.00	Adult \$10.00	Adult \$13.00
After school Club	\$30/week	\$33/week	\$54/week
Community Gardens (Lago Seco)	\$45/yr	\$48/yr	\$48/yr
Community Gardens (Columbia)	\$35/yr	\$45/yr	\$48/yr

The market rate study showed that some of the classes offered by the Cultural Services Division are lower than in neighboring cities. The Division has been increasing fees to cover increased room rental costs and feels that they cannot raise prices to the market rate this year. Staff has brought the current fees as close to the market rate as possible and will continue to monitor these classes to see if there are any negative impacts. During this fiscal year, the Cultural Services Division plans to raise approximately \$66,000 through a mixture of class fee increases. Some examples are:

Activity	Current Fee	Proposed Fee	Market Rate
Family Fun Time-Youth	\$82	\$88	\$94
Early Childhood Ed	\$229	236	\$258
Beg Guitar	\$61	\$78	\$95
Beg Yoga-Adult	\$54	\$62	\$79
Beg/Int Ceramics-Adult	\$120	\$132	\$132

Last year the non-resident fees were raised from \$10 to \$20 and costs for non-residents will rise again in proportion to the resident class fee increases. Though an increase in revenue was achieved by raising the non resident fees, a 14% reduction in non-resident registrations has occurred over the past year. Staff will continue to monitor this issue and may need to bring this item back to City Council at a later time. It is believed that total registrations by both resident and non-residents will decrease due to the fee increases. This may impact the ability of classes to meet minimum registration guidelines resulting in fewer classes offered to the public. The Community Services Department will be closely monitoring the situation and evaluating the impacts on a class by class basis.

In addition, Staff will also be exploring ways to modify the current contract class agreements to increase the City's share or contract class revenue.



JOHN JONES
COMMUNITY SERVICES DIRECTOR

PROPOSED FY 2010-11 FEES and CHARGES
and Additional Revenue

PROGRAM or CLASS CATEGORY	TORRANCE CLASS/LESSON/PROGRAM NAME	Proposed Fee Increases	Partial Year Revenue Increase (Upon Council Approval)	Full Year Revenue Increase
Aquatics				
- "Open Rec Swim" Program (admission fee per person per swim)	Youth Admission (Open Rec Swim)	\$2	\$500	\$2,000
	Adult Admission (Open Rec Swim)	\$3	\$200	\$2,000
	Senior Admission (Open Rec Swim)	\$2	\$200	\$2,000
- Adult Aquatic Programs (admission fee per person per swim)	Adult Lap Swim	\$3	\$750	\$2,000
	Senior Lap Swim	\$2	\$750	\$2,000
- Youth Aquatic Programs	Swim Team	\$195	\$0	\$2,560
	Subtotal		\$2,400	\$12,560
Sea Aire Golf Course Programs				
- Greens Fees (9 hole round of golf)	Youth (under 18 yrs old)	\$6		\$20,000
	Seniors (over 50 yrs old)	\$8		\$20,000
	Adults (18-49 yrs old)	\$10		\$40,000
- Discount Pass Book (11 per book)	For Seniors	\$54		\$15,000
	Subtotal		\$67,295	\$95,000
Special Events				
Halloween	Halloween Carnival	\$5		\$1,400
	Subtotal		\$1,400	\$1,400
Afterschool Program (Custodial, Sign In & Sign Out)	After School Club	\$33		\$47,196
	Subtotal		\$31,131	\$47,196
Community Gardens				
Columbia Garden	Annual Plot Fees (Ave per yr)	\$45		\$1,250
Lago Seco Garden	Annual Plot Fees (Ave per yr)	\$48		\$393
	Subtotal		\$393	\$1,643
Special Needs (Therapeutic programs)	PALS Social Club Membership	\$16		\$600
	Subtotal		\$600	\$600
	Revenue Projected Partial Year		\$103,219	
	12 Months Projected Revenue			\$158,399
	Revenue with Possible Decrease in Enrollments Due to Higher Fees (10%)		\$92,897	\$142,559

City of Torrance
Community Services Department
Cultural Services Division

PROPOSED FY 2010-11 FEES AND CHARGES

Category	Class Type	Average Rate Increase by Class Type	One Season	Jan 2011/June 2011	Full Year
Contractor Taught	Adult Exercise	\$10	\$1,479	\$2,958	\$5,916
	Adult Dance	\$36	\$160	\$320	\$639
	Adult Art	\$11	\$80	\$161	\$322
Contractor Taught	Youth Art	\$0	\$0	\$0	\$0
	Youth Exercise	\$7	\$8,552	\$17,104	\$34,207
	Youth Dance	\$0	\$0	\$0	\$0
	Youth Theater	\$0	\$0	\$0	\$0
Employee Taught	Adult Art	\$10	\$1,959	\$3,919	\$7,838
	Adult Exercise	\$19	\$10,251	\$20,502	\$41,003
	Adult Dance	\$11	\$1,057	\$2,114	\$4,228
	Adult Music	\$12	\$2,181	\$4,362	\$8,725
	Senior Music	\$8	\$162	\$324	\$648
	Adult Special Interest	\$0	\$0	\$0	\$0
Employee Taught	Youth Art	\$14	\$3,594	\$7,187	\$14,374
	Exercise	\$14	\$492	\$983	\$1,966
	Dance	\$8	\$643	\$1,286	\$2,572
Early Childhood Education	Early Childhood Education	\$20	\$2,619	\$5,238	\$10,476
	Average Fee Increase	\$10			
	Revenue Projected One Quarter		\$33,228		
	Revenue Projected Two Quarters			\$66,457	
	12 months Projected Revenue				\$132,913
Revenue with Possible Decrease in Enrollments Due to Higher Fees (10%)			\$29,905	\$59,811	\$119,622

PARK SERVICES DIVISION CLERICAL JOB DUTIES

Job Duties	Secretary	Typist Clerk II	Changes, if any
Daily:			
Supervise and Assign work to Typist Clerk	x		
Point of contact for Division coordination, communications, information to ensure appropriate and timely response	x		
Track FMLA for various employees	x		
New World financial system – requisitions, pay bills, PO change notices, run reports	x	x	
Keep track of Division budget	x		
Keep track of open purchase order amounts/expenditures	x	x	
Answer phones/radio	x	x	West Annex Information Desk to assist with phones, as needed
Assist supervisors, manager and crews with various clerical tasks	x	x	
Enter data into Maximo	x	x	
Create General Services work orders for crews	x	x	
Payroll – entry, PIP report, VL/SL report, time sheets, payroll book entry	x		
Assists crews with any uniform problems, attend uniform meetings, and acts as liaison with uniform company to straighten out any problems (as needed)		x	Move duty to Secretary
Distribute mail		x	Move duty to Secretary
Pick up payroll checks		x	Supervisors will pick up
Assist in Patti's duties when she is on vacation		x	Need clerical support from Public Works with assistance from CSD administration, as needed.
Submit duplicate/bindery requests to Central Services (as needed)		x	Move duty to Secretary

Job Duties	Secretary	Typist Clerk II	Changes, if any
Weekly/Monthly:			
Establish office policies and procedures	x		
Take/type weekly staff meeting minutes	x		
Track move up assignment lengths and temporary employee time	x		
Provide sick leave averages for evaluations	x		
Create and distribute monthly evaluation report	x		
Process Personnel Requisitions/Personnel Action Form	x	x	
Schedule interviews for hiring	x	x	
Create and maintain personnel files	x		
Interpret MOU and Division rules and regulations for supervisors and crews	x		
Maintain office supplies – orders / order printer/fax/copier supplies	x	x	
CalCards – reconcile my statement and review all other statements	x	x	
Process interdepartmental charges and requests	x	x	
Gather information and write monthly report for Commission packet	x		
Schedule Divisional training and enter information into database	x	x	
Schedule physicals and maintain all drivers license information (DMV)	x	x	
Petty Cash – distribute cash, maintain records and reconciliation of petty cash slips	x	x	
Records management – box and keep inventory of records; prep for records consolidation	x		
Schedule appointments and meetings for manager and supervisors	x	x	
Drug/alcohol testing – fill out forms, contact employees and send for testing	x	x	
Sign up/register employees for classes/seminars	x	x	
Schedule vendor deliveries and work	x	x	
Industrial injuries – type report of injury for employee and make referral to workers comp, and start supervisor report and follow through with all paperwork	x	x	

Council items – research, draft and route	x		
Job Duties			
Research and complete a variety of documents regarding personnel matters and division operations	x		
Responsible for working with CIT regarding division's computer and phone problems	x		
Maintain records and draft council item for tree dedications	x		
Portable stage rental – provide information and follow through with rental procedures	x	x	
Assist move up personnel with their duties and City policies and procedures	x	x	
Create Maximo work orders for crews/supervisors	x	x	
Attend various training classes and train others within division	x	x	
Plan departmental/divisional functions as needed	x	x	
Do all clerk typist duties when needed	x	x	

City Attorney's note re proposed position deletions

The city attorney's office has been holding vacant one deputy city attorney II position and one legal secretary position to assess whether one or both of those positions might be deleted from the budget without incurring significant degradation in the provision of legal services or a significant increase in offsetting expenses for outside counsel. The vacant legal secretary position can be deleted without unacceptable consequences.

Deleting an additional deputy city attorney position on top of the 0.5 position deletion in the current adopted budget will bring the number of attorneys in the office down to six.

Minimum staffing required by the criminal prosecution division, which handles about 4,000 state law misdemeanors per year, is two attorneys and two legal secretaries. At that staffing level, Torrance prosecutors and administrative staff maintain per-person workloads two to three times as large as those of comparable agencies, so there is little room to shift significant amounts of civil division work to prosecution staff.

The city would have to retain an outside contractor to handle *Pitchess* motions (requests by criminal defendants to obtain material in police officers' personnel files to attack testifying officers' credibility). The cost of outsourcing this work would be at least \$20,000 per year.

In 2009, the police department conducted extensive undercover operations at massage establishments. The city attorney's office brought ten business license revocation cases to the License Review Board. Six of those cases went to a full hearing; one case was appealed to the City Council, and then to superior court. If the City continues its expected enforcement efforts, this will likely lead to more citations, prosecutions, and license revocation hearings in this budget year. The current moratorium on the issuance of new massage establishment business licenses prohibits existing owners from transferring their businesses to new owners, which several massage establishments did while their revocations were pending. A dramatic increase in contested hearings before the License Review Board, appeals to the City Council and subsequent superior court actions are expected. One prospective outside counsel has indicated that handling the expected workload would cost the City \$85,000-143,000 annually.

While the city attorney's office will attempt to maintain existing levels of other services, some delays or other reductions to the level of service presently provided by in-house attorneys will likely occur.

2010-11 Budget Efficiencies

Prepared by: William Racowski Ext. 7000

BACKGROUND

As part of the September 2010 budget revision process for FY 2010-2011, the Fire Department was directed to provide additional reductions to their budget. Subsequently, the Department was provided with a specific reduction target of \$902,000, as detailed below:

1. Department Reductions	\$320,000	(SFI position and one FF)
2. Deferring Upcoming Jan. 3% Fire Raise by 6 months.	\$430,000	(TFFA/Chief Officers)
3. Reduction of Vacation Accrual by 12.6 hours	\$152,000	(TFFA/Chief Officers)
TOTAL September adjustment	\$902,000	

Items numbered 2. And 3. require reaching agreement with the Firefighter Association, TFFA, and the Chief Officer's group.

IMPLEMENTATION OBJECTIVES

Fire Chief's proposal:

To accomplish the reduction efficiencies, the following mitigation points are outlined for consideration:

1. Position Reductions	\$ 645,000.00	(3 Fire Engineer positions)
2. Ops Specialist/Staffing Coordinator	\$ 178,500.00	(1 Firefighter Position)
3. Freeze FPS Position	\$ 120,000.00	(12 month position freeze)
TOTAL Adjustment	\$ 943,500.00	

The efficiencies from Fire's budget total \$943,500. These are made possible by the deletion of one Firefighter position, (the Staffing Coordinator), and deletion of the Air and Light Unit staffing, comprised of three Fire Engineer positions assigned to Operations.

Concerns on impacts to Haz Mat team minimum staffing of five persons will be addressed by internal operations personnel shifts. Once this reduction is implemented, Fire's Operational Platoon personnel staffing will be reduced to 47 per shift.

Once all the positions detailed above are eliminated via attrition, there will be an "overage" of \$73,500, which will serve to carry Fire's budget forward as two of the three Fire Engineer positions will be reduced by attrition.

The "overage" amount includes \$120,000 from an FPS position freeze. Once the reduction goal is reached, Fire will proceed to hire the frozen FPS position and a full-time Typist Clerk level position to assist with the day-to-day payroll issues that were previously handled by the Staffing Coordinator/Operation Specialist firefighter.

IMPACT ANALYSIS

DELETION OF THE AIR and LIGHT UNIT

Fire's Air and Light unit has diverse operational responsibilities. The elimination of the apparatus from first and second alarm assignment will require that fire redistributes responsibilities to other resources. Air and Light Unit is assigned to the following response types:

- Fire Alarms
- Traffic Collisions
- Level I & II Haz-Mat Incidents
- Structure Fires
- Technical Rescue Emergencies
- All Water/flooding Problems

With the above emergencies the Air & Lighting has varying operational responsibilities from lighting an emergency scene, assisting in firefighting, ventilation, utility control, scene personnel rehabilitation, air bottle refill, salvage operations, and providing search and rescue equipment, to name some.

SOLUTIONS

- Fire Alarms
 - No impact unless a confirmed fire or extended night operations. If first alarm units confirm an incident/fire, the second rescue on the 2nd alarm would be assigned to pick-up the Air and Lighting unit and deliver it to the scene. The Department can also alter the pick up assignment and task an engine company to deliver the A&L Unit to a scene
- Traffic Collisions
 - Generally minimum impact as current truck companies have the necessary extrication tools, except for a night incident needing lighting support
- Level I & II haz-mat incidents
 - The current Fire Engineer assigned to Air & Lighting would be transferred to another fire apparatus. The second fire apparatus with the fifth member of the haz mat team would respond only to Haz-Mat Level II incidents. This would address the concerns of having a 5 member haz-mat team on confirmed Haz-Mat emergency responses.
- Structure Fire
 - If first alarm units confirm an incident see above reply for Fire Alarms.
 - Each fire apparatus has a cache' of spare SCBA bottles. This cache' would allow fire operations to continue the mitigation effort without delay. Once the Air & Lighting unit is delivered on-scene personnel from the incident will be assigned to refill SCBA bottles.
- Technical rescue emergencies
 - The impact would be minimal -will adjust alarm assignment with an additional unit.
- All water problems
 - This is an area that may cause impacts. The department will explore alternatives to address this issue and may need to purchase additional water handling/removal equipment.

CITY OF TORRANCE

POLICE DEPARTMENT

TO: Eric Tsao
Finance Director

DATE: October 7, 2010

FROM: John J. Neu
Chief of Police

SUBJECT: 2010-11 September Budget Revisions

Last May and June, the Police Department participated in a series of public budget workshops that resulted in significant long-term savings for the City. In addition to reductions that were implemented immediately, the Department came prepared with a plan that would allow it to adapt in the event that economic conditions were slow to improve. As we indicated in June, the Police Department has a long-range plan that addresses budgetary concerns while maintaining a safe and secure community.

Since the beginning of the 2008 Recession, the Police Department has implemented operating efficiencies, undergone a major redeployment of field resources via Team Policing, and carried out the planned conversions of sworn to civilian personnel in specialized positions. Because these changes were strategically planned and implemented, we were able to manage their impact on the organization and on our level of service to Torrance residents. Our careful planning enabled us to reduce safety operations without curtailing service to the community.

Conditions in the broader economy are challenging our ability to adapt. The next phase of our long-range plan involves the conversion of four supervisory and two managerial positions in the Services Bureau of the Police Department. Like previous conversions, the positions do not require police powers and there are advantages to staffing these areas with civilian professionals. However, our ability to accelerate this conversion to meet immediate budget needs is constrained by external factors. The conversion of these positions is our preferred alternative.

With the current recommendation of de-funding four police officer positions, it will take up to one year to fully realize the negative impact on police operations. At any given time, the Police Department carries a number of officer vacancies. The process of recruiting and testing officer candidates, sending recruits through a law enforcement academy, and completing their field training in Torrance takes minimally a year's time. Fewer vacancies will potentially mean having fewer officers ready for field training next year. Unlike the conversion of administrative staff positions, the loss of field officer positions has a direct impact on front-line police services.

The Police Department can absorb a short term loss of funding for these officer positions, but a change in our current staffing levels, a continued downturn in the economy and a continued rise in criminal activity could very well force us to re-evaluate our resource needs. If the loss of these officer positions becomes long term the Department will have to examine its operations and its ability to achieve key performance indicators within the Strategic Plan. There will be a re-prioritization of service levels. The Department would then be forced to consider the re-deployment of personnel assigned to the Joint Terrorism Task Force, the Los Angeles County Sheriff's Academy training staff and officers assigned to the School Resource Program. In

addition, the Department will have to seriously consider the formation of a single Uniform Bureau, combining the resources of the Patrol Division and the Traffic Division in order to effectively staff team policing levels and mitigate potential cost overruns.

If the de-funding of the officer positions becomes long term, it is foreseeable that the community will experience a change in police service levels. Difficult decisions would have to be made, such as whether to continue to have field personnel complete reports on non-injury traffic incidents or respond to unverified burglary alarm calls. Similarly, many of the incident reports that are now written in the field might be taken over the phone or by other means.

Given the framework of our State Prison early release programs and non-revocable parole coupled with the recent increase in criminal activity this Department will never compromise on priority calls or on officer safety. We will continue to work hard to improve our response times to emergencies and crimes in progress. Our top priority will continue to be a safe and secure community along with providing a high level of service.

Long-range operational planning within the Police Department has, up to this point, enabled us to improve our service to the community while reducing our budget. The Department is now concerned with the possibility of deviating from a proven successful strategy to achieve short-term, unsustainable ends. As we continue to make these difficult choices we would like to thank our City leaders and the community for their support so that we may continue to achieve our vision for the future of the Police Department.

John J. Neu
Chief of Police

CITY OF TORRANCE VACANCY REPORT - OCTOBER 2010

GENERAL FUND POSITIONS

NOTE: Strikeout indicates that the position is included as part of City Manager's proposed budget action

DEPARTMENT	CLASS VACANT	FTE	TEMP	TOTAL ANNUAL COMPENSATION INCLUDING BENEFITS
CIT	Information Tech Analyst	0.3		\$ 40,620
CITY ATTORNEY	Deputy City Attorney II - Delete			175,000
	Legal Secretary - Delete			88,000
CITY TREASURER	Deputy City Treasurer	1.0		130,000
COMMUNITY SERVICES DEPT	Maintenance Worker	0.6		39,000
	Maintenance Worker - Delete position, transfer employee to Public Works	1.0		65,000
	Typist Clerk II - Delete			63,900
	Reference Librarian (part-time)	0.5	Y	47,450
	Sr. Librarian--Ref. Services Supervisor	1.0	Y	118,500
	Librarian (Youth Services)	1.0	Y	94,900
	Library Assistant II	1.0	Y	82,000
	Library Assistant I	1.0	Y	71,000
	Library Assistant I (1.0) - Hold	1.0	Y	71,000
	Library Page	2.0	Y	21,200
FINANCE	Buyer - Delete			90,000
	Accountant - Hold			101,700
	Account Clerk	1.0		75,600
FIRE	Fire Prevention Specialist - Hold			120,000
	Firefighter - Delete			178,500
	Fire Engineer - Delete			215,000
GENERAL SERVICES	Gustodian - Hold			61,500
	Electrician	1.0		99,100
	Typist Clerk II (Fleet Services)	0.5		31,950
	Fleet Services Supervisor	1.0		128,000
	Assistant Booking Manager (Cultural Arts)	1.0		62,100
HUMAN RESOURCES	Typist Clerk - Delete	1.0		63,900
POLICE	Forensic ID Specialist	1.0		92,600
	Services Officer - Delete			87,500
	Police Records Technician	2.0		68,600
	Public Safety Dispatcher	3.0		100,700
	Public Safety Dispatch Supervisor - Delete			115,500
	Emergency Services Coordinator	1.0	Y	126,400
	Police Cadet	1.0		26,000
	Secretary - Delete			76,900
	Police Officer	5.0		190,000
	Police Officer (4.0) - Delete			190,000
PUBLIC WORKS	Traffic Signal Technician	3.0		101,800
	Engineering Technician III	3.0		101,100
	Maintenance Worker (4.0) - 2 Delete, 1 Hold		Y	65,000
	Deputy Director Public Works/CE	1.0		202,300
	Equipment Operator	1.0		83,900
	Water Service Technician III	2.0	Y	109,600
	Associate Engineer	1.0		160,000
	Associate Engineer (1.0) - Delete			160,000
	Engineering Manager	1.0		167,800
	Tree Trimmer	1.0		78,900
	Public Works Supervisor - Delete			125,400
	TOTAL	41.9		

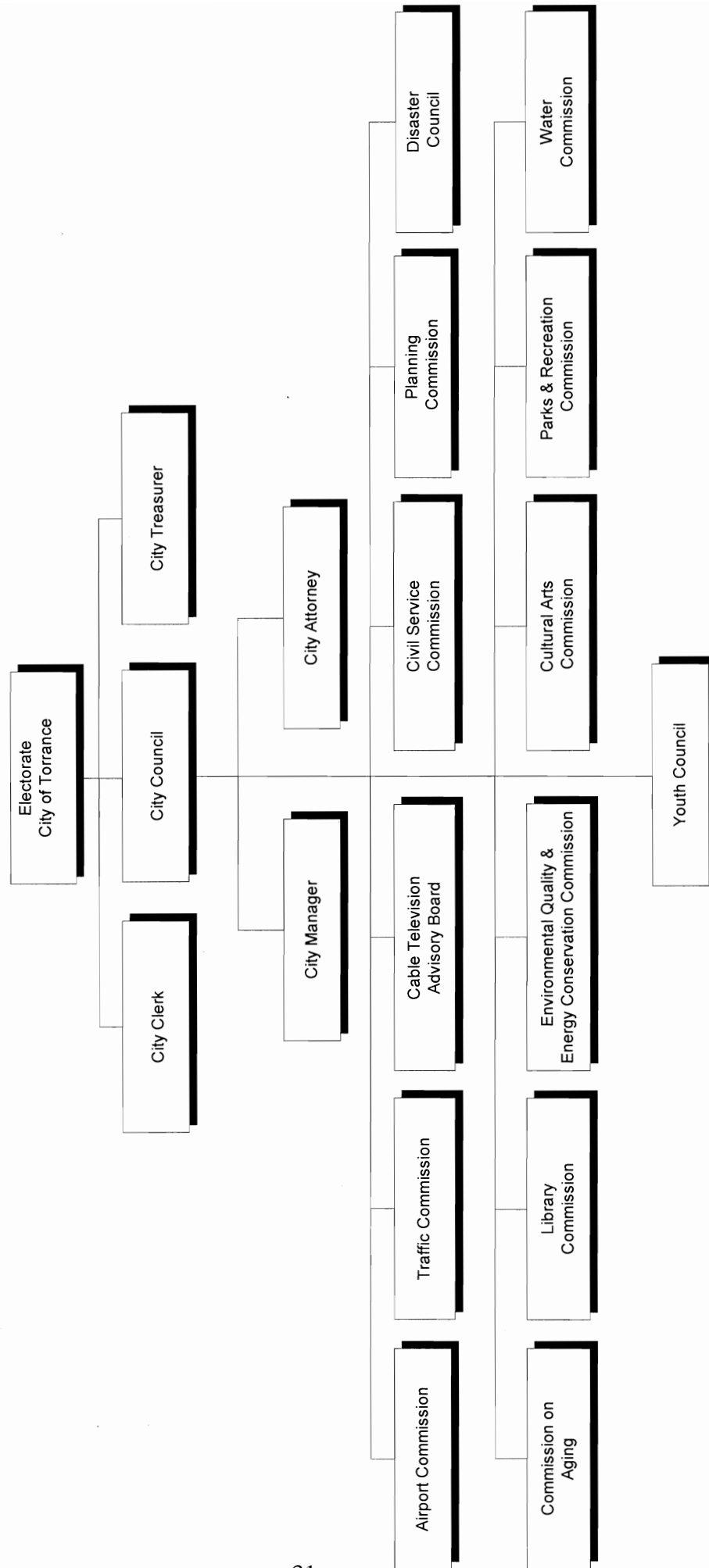
ENTERPRISE/SPECIAL FUND POSITIONS

Enterprise Funds are operations that are operated in a manner simialar to private business enterprise. Typcially the costs of these

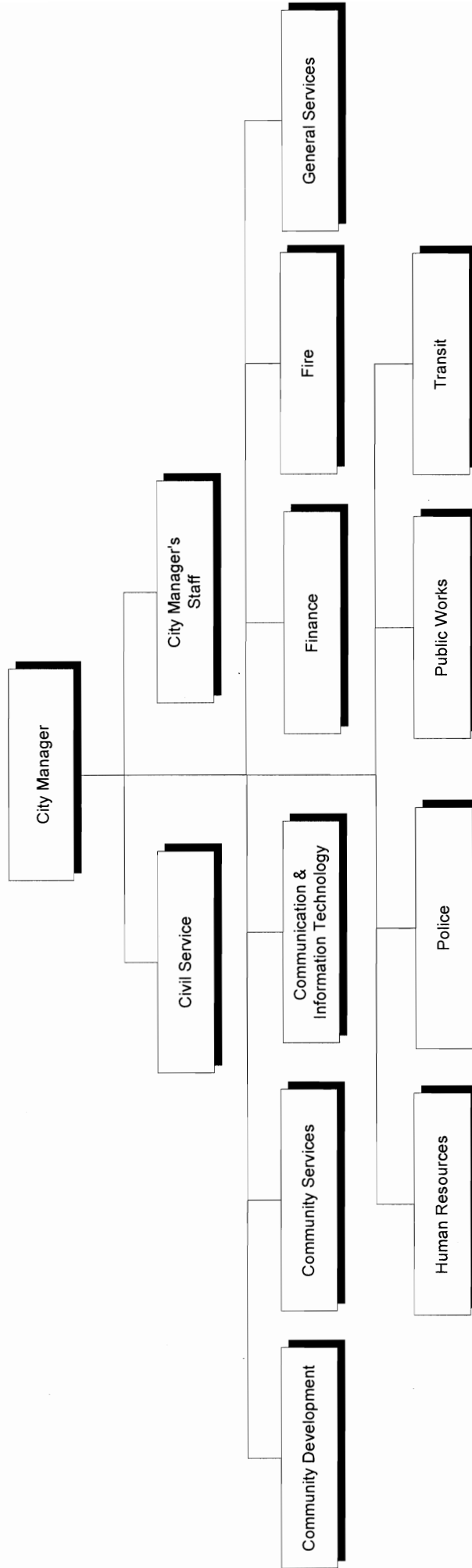
FUND/DEPARTMENT	CLASS VACANT	FTE	TEMP	TOTAL ANNUAL COMPENSATION
CABLE/CITY MANAGER	Production Assistant	1.0	\$	27,000
	Announcer	1.0		29,000
CULTURAL ARTS/GENERAL SERVICES	Customer Service Rep. (P/T)	0.5		26,800
WATER/PUBLIC WORKS	Water Service Technician I	1.0		88,800
SANITATION /PUBLIC WORKS	Maintenance Worker	3.5		65,000
TRANSIT/TRANSIT	Transit Supervisor	2.0		107,200
	IT Analyst	0.7		94,780
	Fleet Services Supervisor	1.0		128,000
	Transit Operations Manager	1.0		177,000
	Storekeeper	1.0		78,200
	Senior Mechanic	1.0		107,700
	Bus Operator	12.0		86,400
	Relief Bus Operator - Part-time	7.0		52,500
	TOTAL	32.7		

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ELECTED AND APPOINTED OFFICIALS



CITY DEPARTMENTS



CITY DEPARTMENTAL FUNCTIONS GENERAL FUND

PUBLIC SAFETY

Fire

- Operations Division
- Administrative Division
- Hazardous Materials Administrative Division
- Fire Prevention Division

Police

- Administrative Bureau
- Services Bureau
- Patrol Bureau
- Special Operations Bureau

Community Services

- Administration
- Library Programs
 - Youth Services
 - Outreach Services
 - Cultural Services
 - Reference Services
 - Library Collections
 - Borrower Services
 - Technical Support
- Park Services

Community Development

- Administration
- Development Review
- Building and Safety
 - Geographic Information Systems/Automation
 - Subdivisions/Plan Check
 - Inspection
 - Mapping
- Comprehensive Planning
 - Redevelopment and Housing
 - Transportation Planning
- Building Regulations
- Environmental

Public Works

- Administration
- Sanitation
- Streetscape
- Operations and Maintenance
- Engineering
 - Inspection
 - Project Design and Administration
- City Yard

GENERAL GOVERNMENT

City Attorney

- General Support
- Civil Litigation
- Criminal Prosecution
- Administrative Staff
- Direction and Control

City Clerk

- Administration
- Records
- Council & Commission Support

City Manager

- Operations
- Employee Relations
- Economic Development
- Community Relations
- Council Support/Citizen Interface
- Administrative Support
- Office Management

CITY DEPARTMENTAL FUNCTIONS

GENERAL FUND CONTINUED

GENERAL GOVERNMENT CONTINUED

City Treasurer

- Treasury Cash Management
- Central Cashiering
- Bond Maintenance
- Deferred Compensation Administration
- Director & Control

Civil Service

- Commission and Council Support
- Employee Relations Committee
- Volunteer Program
- Training and Development

Finance

- Financial Reporting
- Payroll
- Customer Services
- Administration
- Budget
- Audit
- Purchasing

General Services

- Facility Services
 - Building Maintenance
 - Heating/Air Conditioning/Electrical
 - Custodial
- Office Services
 - Central Services
- Graffiti Program

Human Resources

- Human Resources
 - Advice and Assistance
 - Program Compliance
 - Classification Studies
 - Workforce Development and Training
- Risk Management
- Recruitment
- Testing
- Certification

Communications & Info. Technology

- Communications
 - Data Networks
 - Telecommunications
 - Wireless/Radio Communications
- Information Technology
 - City Program Automation/Technology Deployment
 - System Application Maintenance and Management
 - Software Analysis
 - Technology Training
 - Personal Computer Hardware Support

CITY DEPARTMENTAL FUNCTIONS OTHER FUNDS

ENTERPRISE FUNDS

Airport (General Services)

- Administration
- Airport Commission Support
- Airfield Leased Land Operations and Maintenance
- Airport Operations, Maintenance and Administration
- Airport Public Areas Operations and Maintenance
- Noise Abatement
- Non-Aeronautical Leased Land Operations

Transit

- Motor Bus & Paratransit Administration
- Motor Bus & Paratransit Operations
- Dial-A-Lift

Water (Public Works)

- Water Supply
- Water Operations
- Water Resources
- Water Administration
- Water Financial Obligations
- WRD Goldsworthy Desalter

Sanitation (Public Works)

- Solid Waste Collection and Disposal
- Residential Recycling
- Waste Management AB939
- Wastewater System Maintenance
- Residential Street Cleaning

Cultural Arts Center (General Services)

- Theater
- Meeting Rooms
- Classrooms

Sewer (Public Works)

- Sanitary Sewer System Management

Community Services

- Recreation Services
- Cultural Services

Emergency Medical Services (Fire)

Animal Control (Police)

INTERNAL SERVICES

Fleet Services (General Services)

- Acquisition and Replacement
- Maintenance and Repair
- Warehouse Operations

Self-Insurance (Human Resources)

- Liability
- Insurance Administration
- Workers' Compensation
- Health and Safety

EXTERNAL FUND

Cable (City Manager)

- Station Operations
- Office Operations

Vanpool/Rideshare (Human Resources)

- Vanpool Operation

**2009-10 ADOPTED (YEAR 1 of 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 171,804,676	\$ 1,990,650	\$ 173,795,326	\$ 173,795,326	\$ -
INTERNAL SERVICE					
Fleet Services	6,228,538		6,228,538	6,005,746	222,792 ***
Self Insurance	3,932,688	89,947	4,022,635	4,022,635	-
Subtotal	10,161,226	89,947	10,251,173	10,028,381	
ENTERPRISE FUNDS					
Airport	11,632,000	94,501	11,726,501	11,726,501	-
Transit*	23,518,024	236,454	23,754,478	23,754,478	-
Water	28,879,000		28,879,000	28,271,689	607,311
Sanitation	11,254,620	286,730	11,541,350	11,541,350	-
Cultural Arts Center	2,524,785		2,524,785	2,198,265	326,520
Sewer	1,909,500	414,442	2,323,942	2,323,942	-
Emergency Medical Svcs.	10,107,459		10,107,459	10,107,459	-
Animal Control	460,648	317	460,965	460,965	-
Parks & Recreation	8,211,790		8,211,790	8,177,922	33,868
Subtotal	98,497,826	1,032,444	99,530,270	98,562,571	
EXTERNAL FUNDS					
Home Improvement Employment Program	368,648		368,648	368,648	-
Section 8 Rental Assist.	5,806,000	679,120	6,485,120	6,485,120	-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,300	32,600
Redevelopment Agency	15,086,467		15,086,467	13,486,023	1,600,444
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,608,600		1,608,600	1,572,594	36,006
Cable TV Public Access	420,912		420,912	420,312	600
Cable Public Educ. Gov.	277,452		277,452	-	277,452
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting District	3,069,667	189,840	3,259,507	3,259,507	-
Air Quality Management	175,500	23,090	198,590	198,590	-
Vanpool/Rideshare	265,100		265,100	257,508	7,592
Gas Tax		840,000	840,000	840,000	-
Prop C		1,308,900	1,308,900	1,308,900	-
Torrance Public Financing	3,338,894		3,338,894	3,313,922	24,972
Subtotal	30,487,990	3,040,950	33,528,940	31,549,274	
Less: Internal Service Internal Transfers**	(10,161,226) (38,019,028)	(89,947)	(10,251,173) (38,019,028)	(10,028,381) (38,019,028)	- -
TOTAL	\$ 262,771,464	\$ 6,064,044	\$ 268,835,508	\$ 265,888,143	

* Includes depreciation of \$2,148,000 in revenue estimate.

** Includes all internal transfers.

*** Ending balance to be used for the replacement of vehicles.

**2010-11 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
OPERATING BUDGET SUMMARY**

	Proposed Revenues	Liquidation of Fund Balance	Available	Program Appropriations	Ending Balance
GENERAL FUND	\$ 166,882,424	\$ 1,840,175	\$ 168,722,599	\$ 168,722,599	\$ -
INTERNAL SERVICE					
Fleet Services	6,228,538		6,228,538	5,949,962	278,576
Self Insurance	3,556,277	415,621	3,971,898	3,971,898	-
Subtotal	9,784,815	415,621	10,200,436	9,921,860	
ENTERPRISE FUNDS					
Airport	11,420,000	202,661	11,622,661	11,622,661	-
Transit*	23,690,432	32,046	23,722,478	23,722,478	-
Water	29,368,155		29,368,155	29,175,363	192,792
Sanitation	11,164,620	793,877	11,958,497	11,958,497	-
Cultural Arts Cente	2,009,005	168,682	2,177,687	2,177,687	-
Sewer	2,112,500	311,257	2,423,757	2,423,757	-
Emergency Medica	10,868,059		10,868,059	10,868,059	-
Animal Control	455,648	6,218	461,866	461,866	-
Parks & Recreation	7,939,890	214,702	8,154,592	8,154,592	-
Subtotal	99,028,309	1,729,443	100,757,752	100,564,960	
EXTERNAL FUNDS					
Home Improvement Employment Progr:	364,424		364,424	364,424	-
Section 8 Rental As	6,334,000	336,520	6,670,520	6,670,520	-
Rehabilitation Loan Program (HCD)	36,900		36,900	4,300	32,600
Redevelopment Ag:	16,802,206	1,162,376	17,964,582	17,964,582	-
Redevelopment Meadow Park Parking Lot	23,850		23,850	23,850	-
Government Cable Communications	1,608,600		1,608,600	1,565,155	43,445
Cable TV Public Ac	424,312		424,312	417,617	6,695
Cable Public Educ.	277,452		277,452	-	277,452
Police Inmate Welfare Fund	10,000		10,000	10,000	-
Street Lighting Dist	3,246,745		3,246,745	3,185,477	61,268
Air Quality Manage	174,000	22,582	196,582	196,582	-
Vanpool/Rideshare	265,100		265,100	260,101	4,999
Gas Tax		1,040,000	1,040,000	1,040,000	-
Prop C		1,508,900	1,508,900	1,508,900	-
Torrance Public Fir	4,576,231		4,576,231	4,576,230	1
Subtotal	34,143,820	4,070,378	38,214,198	37,787,738	
Less: Internal Serv	(9,784,815)	(415,621)	(10,200,436)	(9,921,860)	-
Internal Transfe	(41,106,899)		(41,106,899)	(41,106,899)	-
TOTAL	\$ 258,947,654	\$ 7,639,996	\$ 266,587,650	\$ 265,968,398	

* Includes depreciation of \$2,513,000 in revenue estimate.

** Includes all internal transfers.

*** Ending balance to be used for the replacement of vehicles.

REVENUE SUMMARY ALL FUNDS

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund	\$ 168,679,801	\$ 163,002,565	\$ 171,804,676	\$ 166,882,424
Internal Service Funds	12,604,825	12,953,282	10,161,226	9,784,815
Enterprise Funds	86,000,791	89,226,854	96,349,826	96,515,309
External Funds	27,622,591	29,878,320	30,487,990	34,143,820
Grand Total All Funds	\$ 294,908,008	\$ 295,061,021	\$ 308,803,718	\$ 307,326,368
GENERAL FUND REVENUES				
Property Taxes	\$ 37,640,203	\$ 39,200,226	\$ 40,932,075	\$ 40,200,000
Taxes Other Than Property	102,616,588	95,017,159	100,448,084	94,444,000
Licenses and Permits	1,961,792	1,426,032	2,333,910	2,014,000
Revenues from Other Agencies	1,928,583	1,581,765	1,457,221	2,020,000
Fines and Forfeitures	1,640,282	1,215,048	1,966,047	1,475,000
Use of Money and Property	6,300,890	6,536,920	5,327,157	3,311,500
Charges for Current Service	3,935,739	3,720,023	5,106,206	4,942,000
Other Revenues	12,655,724	14,305,393	14,233,976	18,475,924
Non-Recurring Revenues	-	-	-	-
Total General Fund	\$ 168,679,801	\$ 163,002,565	\$ 171,804,676	\$ 166,882,424
INTERNAL SERVICE FUND REVENUES				
Fleet Services	\$ 7,528,371	\$ 7,428,492	\$ 6,228,538	\$ 6,228,538
Self Insurance	5,076,454	5,524,790	3,932,688	3,556,277
Total Internal Service Fund	\$ 12,604,825	\$ 12,953,282	\$ 10,161,226	\$ 9,784,815
ENTERPRISE FUNDS REVENUES				
Airport	\$ 10,827,054	\$ 11,329,140	\$ 11,632,000	\$ 11,420,000
Transit System	19,776,147	20,765,944	21,370,024	21,177,432
Water	23,902,486	23,883,121	28,879,000	29,368,155
Emergency Medical Services	8,031,138	9,532,483	10,107,459	10,868,059
Sanitation	11,053,702	11,371,076	11,254,620	11,164,620
Cultural Arts Center	2,183,379	2,096,336	2,524,785	2,009,005
Sewer	2,357,561	2,300,613	1,909,500	2,112,500
Animal Control	253,329	353,153	460,648	455,648
Parks and Recreation	7,615,995	7,594,989	8,211,790	7,939,890
Total Enterprise Funds	\$ 86,000,791	\$ 89,226,854	\$ 96,349,826	\$ 96,515,309
EXTERNAL FUND REVENUES				
Employment and Training-JTPA	\$ 110,544	\$ -	\$ -	\$ -
Home Improvement Employ Program	304,382	366,448	368,648	364,424
Section 8 Rental Assistance	5,435,600	5,586,000	5,806,000	6,334,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900
Redevelopment Agency	13,462,884	15,517,411	15,086,467	16,802,206
Redev. Meadow Park Parking Lot	-	-	23,850	23,850
Government Cable Communications	1,518,717	1,711,379	1,608,600	1,608,600
Cable TV Public Access	300,596	254,561	420,912	424,312
Cable TV Public Educ. Government	-	-	277,452	277,452
Police Inmate Welfare Fund	-	-	10,000	10,000
Street Lighting District	2,570,217	2,588,041	3,069,667	3,246,745
Vanpool/Rideshare	253,435	179,158	265,100	265,100
Air Quality Management	182,892	259,511	175,500	174,000
Capital Improvements	-	-	-	-
Torrance Improvements Debt Service	3,446,424	3,378,911	3,338,894	4,576,231
Total External Funds	\$ 27,622,591	\$ 29,878,320	\$ 30,487,990	\$ 34,143,820

EXPENDITURE SUMMARY ALL FUNDS

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund Operating Budget:				
City Attorney	\$ 2,609,078	\$ 2,570,915	\$ 2,706,586	\$ 2,142,685
City Clerk	836,861	730,895	1,007,410	876,645
City Council/Commissions	536,791	571,606	615,104	587,243
City Manager	2,881,577	2,938,343	2,991,196	2,715,453
City Treasurer	825,928	791,911	802,016	856,314
Civil Service	318,951	374,969	459,005	466,471
Communications & Info System	3,967,732	4,210,135	4,651,094	4,667,801
Community Development	7,993,385	7,903,182	8,371,748	7,630,282
Community Services	14,008,463	14,027,743	14,584,284	14,270,766
Finance	4,826,799	4,631,084	4,225,275	3,816,601
Fire	26,155,220	25,112,004	26,814,156	25,534,892
General Services	4,899,266	4,505,787	4,156,139	3,920,179
Human Resources	2,551,050	2,648,292	2,757,060	2,583,693
Police	58,086,019	61,943,162	63,582,040	62,545,407
Public Works	10,663,737	10,743,237	12,343,116	11,673,338
Non-Departmental/Insurance	30,766,970	27,401,989	23,729,097	24,434,829
Total General Fund	\$ 171,927,827	\$ 171,105,254	\$ 173,795,326	\$ 168,722,599
Internal Service:				
Fleet Services	5,375,895	5,316,666	6,005,746	5,949,962
Self Insurance	6,319,445	5,402,236	4,022,635	3,971,898
Total Internal Service	\$ 11,695,340	\$ 10,718,902	\$ 10,028,381	\$ 9,921,860
Enterprise Funds:				
Airport	11,664,887	11,393,862	11,726,501	11,622,661
Transit	21,502,811	21,439,677	23,754,478	23,722,478
Water	25,547,428	26,116,932	28,271,689	29,175,363
Sanitation	11,068,380	11,251,869	11,541,350	11,958,497
Cultural Arts Center	1,971,982	2,096,336	2,198,265	2,177,687
Sewer	2,331,572	2,426,906	2,323,942	2,423,757
Emergency Medical Services	8,031,138	9,530,596	10,107,459	10,868,059
Animal Control	270,335	353,152	460,965	461,866
Parks and Recreation	7,487,232	7,594,989	8,177,922	8,154,592
Total Enterprise	\$ 89,875,765	\$ 92,204,319	\$ 98,562,571	\$ 100,564,960
External Funds:				
Employment & Training (WIN)	110,544	-	-	-
Home Improv. Empl. Program	304,382	366,448	368,648	364,424
Section 8 Rental Assistance	5,363,312	5,895,150	6,485,120	6,670,520
Rehab. Loan Program (HCD)	-	-	4,300	4,300
Redevelopment Agency	11,465,852	13,204,423	13,486,023	17,964,582
Redev. Meadow Park Parking Lot	-	-	23,850	23,850
Gov. Cable Communications	1,338,241	1,697,411	1,572,594	1,565,155
Cable TV Public Access	300,597	324,472	420,312	417,617
Police Inmate Welfare Fund	-	3,844	10,000	10,000
Air Quality Management	180,209	182,914	198,590	196,582
Vanpool/Rideshare	208,541	224,050	257,508	260,101
Gas Tax	840,000	840,000	840,000	1,040,000
General Fund Capital Projects	-	-	-	-
Prop C	348,296	457,630	1,308,900	1,508,900
Street Lighting District	2,674,319	2,621,069	3,259,507	3,185,477
Torrance Public Financing Authority	3,449,254	860,571	3,313,922	4,576,230
Total External	\$ 26,583,547	\$ 26,677,982	\$ 31,549,274	\$ 37,787,738
Less:				
Internal Service Charges	(11,695,340)	(10,718,902)	(10,028,381)	(9,921,860)
Internal Transfers	(36,824,000)	(36,647,000)	(38,019,028)	(41,106,899)
TOTAL	\$ 251,563,139	\$ 253,340,555	\$ 265,888,143	\$ 265,968,398

2009-10 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	2,299,269	40,344	236,914	26,234	56,482
City Clerk	621,744	36,452	254,914	2,692	72,110
City Council/Commissions	231,500	48,016	92,200	156,098	82,954
City Manager	1,918,780	218,146	655,716	85,356	76,255
City Treasurer	650,963	8,253	100,166	6,490	22,837
Civil Service	356,818	22,650	32,900	7,600	19,691
Commun. & Info. Technology	3,869,455	886,890	518,725	44,754	146,714
Community Development	7,165,507	239,848	371,080	83,163	306,649
Community Services	10,720,390	1,815,497	1,194,826	20,486	567,752
Finance	3,655,534	140,005	562,099	20,670	234,902
Fire	24,841,100	977,399	290,791	47,630	483,110
General Services	2,837,649	1,450,777	727,605	17,070	107,832
Human Resources	1,938,734	331,158	342,504	61,461	179,438
Police	58,556,194	2,148,624	794,377	228,962	1,236,137
Public Works	7,802,378	2,837,242	1,347,736	26,938	253,788
Non-Departmental/Insurance	1,809,932	829,560	909,503	22,285	-
Total General Fund	\$ 129,275,947	\$ 12,030,861	\$ 8,432,056	\$ 857,889	\$ 3,846,651
Internal Service:					
Fleet Services	3,143,932	387,204	96,190	20,400	116,628
Self Insurance	791,100	20,995	165,779	6,800	19,533
Total Internal Service	\$ 3,935,032	\$ 408,199	\$ 261,969	\$ 27,200	\$ 136,161
Enterprise Funds:					
Airport	1,739,466	372,294	496,283	34,950	461,909
Transit	13,489,241	2,906,492	1,878,335	77,000	2,776,920
Water	5,012,140	1,210,198	581,674	42,275	1,330,349
Sanitation	4,793,199	3,028,740	2,503,352	6,800	982,557
Cultural Arts Center	1,562,921	125,358	343,729	12,400	111,123
Sewer	876,714	26,921	96,870	6,514	229,423
Emergency Medical Services	9,759,477	326,982	1,000	10,000	-
Animal Control	334,600	6,000	100,000	6,000	14,365
Parks and Recreation	5,058,457	994,069	1,254,969	20,020	762,518
Total Enterprise	\$ 42,626,215	\$ 8,997,054	\$ 7,256,212	\$ 215,959	\$ 6,669,164
External Funds:					
Home Improv. Empl. Program	247,550	35,500	29,000	-	56,598
Section 8 Rental Assistance	456,500	5,893,020	25,000	5,000	87,800
Rehab. Loan Program (HCD)	4,100	200	-	-	-
Redevelopment Agency	257,050	186,156	2,850,132	64,700	19,626
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	893,322	65,363	71,522	8,500	76,459
Cable TV Public Access	306,311	20,111	19,500	3,100	36,238
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	52,208	78,662	67,720	-	-
Vanpool/Rideshare	74,950	162,310	3,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	703,380	577,631	1,978,496	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 2,995,371	\$ 7,028,953	\$ 5,068,820	\$ 81,750	\$ 276,721
Less:					
Internal Service Charges	\$ (3,935,032)	\$ (408,199)	\$ (261,969)	\$ (27,200)	\$ (136,161)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 174,897,533	\$ 28,056,868	\$ 20,757,088	\$ 1,155,598	\$ 10,792,536

2009-10 ADOPTED (YEAR 1 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	47,343	-	\$ 2,706,586
City Clerk	-	19,498	-	\$ 1,007,410
City Council/Commissions	-	4,336	-	\$ 615,104
City Manager	11,500	25,443	-	\$ 2,991,196
City Treasurer	2,966	10,341	-	\$ 802,016
Civil Service	-	19,346	-	\$ 459,005
Commun. & Info. Technology	1,000	146,615	(963,059)	\$ 4,651,094
Community Development	2,200	203,301	-	\$ 8,371,748
Community Services	37,000	252,133	(23,800)	\$ 14,584,284
Finance	-	89,005	(476,940)	\$ 4,225,275
Fire	203,530	250,248	(279,652)	\$ 26,814,156
General Services	5,500	76,186	(1,066,480)	\$ 4,156,139
Human Resources	-	46,163	(142,398)	\$ 2,757,060
Police	-	672,212	(54,466)	\$ 63,582,040
Public Works	28,750	708,015	(661,731)	\$ 12,343,116
Non-Departmental/Insurance	-	25,167,145	(5,009,328)	\$ 23,729,097
Total General Fund	\$ 292,446	\$ 27,737,330	\$ (8,677,854)	\$ 173,795,326
Internal Service:				
Fleet Services	2,128,660	112,732	-	\$ 6,005,746
Self Insurance	-	3,018,428	-	\$ 4,022,635
Total Internal Service	\$ 2,128,660	\$ 3,131,160	\$ -	\$ 10,028,381
Enterprise Funds:				
Airport	-	8,621,599	-	\$ 11,726,501
Transit	1,436,920	1,189,570	-	\$ 23,754,478
Water	56,200	20,046,853	(8,000)	\$ 28,271,689
Sanitation	-	272,702	(46,000)	\$ 11,541,350
Cultural Arts Center	-	42,734	-	\$ 2,198,265
Sewer	4,700	1,082,800	-	\$ 2,323,942
Emergency Medical Services	56,000	10,000	(56,000)	\$ 10,107,459
Animal Control	-	-	-	\$ 460,965
Parks and Recreation	8,500	79,489	(100)	\$ 8,177,922
Total Enterprise	\$ 1,562,320	\$ 31,345,747	\$ (110,100)	\$ 98,562,571
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ 368,648
Section 8 Rental Assistance	17,800	-	-	\$ 6,485,120
Rehab. Loan Program (HCD)	-	-	-	\$ 4,300
Redevelopment Agency	-	10,108,359	-	\$ 13,486,023
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	444,628	(22,200)	\$ 1,572,594
Cable TV Public Access	25,000	10,052	-	\$ 420,312
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 198,590
Vanpool/Rideshare	-	16,198	-	\$ 257,508
Gas Tax	-	840,000	-	\$ 840,000
Prop C	-	1,308,900	-	\$ 1,308,900
Street Lighting District	-	-	-	\$ 3,259,507
Torrance Improvements Debt	-	3,313,922	-	\$ 3,313,922
Total External	\$ 77,800	\$ 16,042,059	\$ (22,200)	\$ 31,549,274
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,131,160)	\$ -	\$ (10,028,381)
Internal Transfers	-	(38,019,028)	-	\$ (38,019,028)
TOTAL	\$ 1,932,566	\$ 37,106,108	\$ (8,810,154)	\$ 265,888,143

**2010-11 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY**

	Net Salary and Benefit Costs	Materials & Supplies	Professional Services	Travel & Training	Interdept. Charges
General Fund Operating Budget:					
City Attorney	1,700,457	39,960	282,707	26,234	52,830
City Clerk	648,344	36,352	104,914	2,692	67,585
City Council/Commissions	230,200	48,016	72,200	154,722	77,811
City Manager	1,905,848	187,646	434,716	80,856	71,578
City Treasurer	647,863	8,253	160,166	6,490	21,393
Civil Service	363,018	22,300	35,900	6,950	18,401
Commun. & Info. Technology	3,874,153	800,493	520,819	44,754	139,745
Community Development	6,648,684	234,457	217,840	51,947	290,424
Community Services	10,470,329	1,793,223	1,174,577	20,486	558,885
Finance	3,265,864	139,847	562,099	20,570	220,283
Fire	23,574,636	972,381	314,991	50,630	466,338
General Services	2,607,385	1,438,777	722,989	17,070	104,855
Human Resources	1,807,746	320,432	334,504	61,461	155,872
Police	57,632,802	2,139,824	786,988	228,962	1,193,476
Public Works	7,145,462	2,832,707	1,339,290	26,938	247,208
Non-Departmental/Insurance	1,348,013	1,033,476	870,000	14,096	-
Total General Fund	\$ 123,870,804	\$ 12,048,144	\$ 7,934,700	\$ 814,858	\$ 3,686,684
Internal Service:					
Fleet Services	3,095,127	387,204	96,190	20,400	113,520
Self Insurance	742,000	20,995	165,779	6,800	18,189
Total Internal Service	\$ 3,837,127	\$ 408,199	\$ 261,969	\$ 27,200	\$ 131,709
Enterprise Funds:					
Airport	1,712,083	372,094	396,283	32,107	441,991
Transit	13,546,680	2,634,492	1,816,135	77,000	2,781,188
Water	5,301,870	1,567,073	666,474	42,275	1,367,105
Sanitation	4,833,761	3,405,228	2,503,352	6,800	982,464
Cultural Arts Center	1,549,664	125,358	343,729	12,400	107,674
Sewer	942,012	65,133	96,870	6,514	230,228
Emergency Medical Services	9,938,077	325,982	1,000	10,000	-
Animal Control	341,400	6,000	95,000	6,000	13,466
Parks and Recreation	5,114,997	994,069	1,222,169	19,920	727,001
Total Enterprise	\$ 43,280,544	\$ 9,495,429	\$ 7,141,012	\$ 213,016	\$ 6,651,117
External Funds:					
Home Improv. Empl. Program	248,550	35,500	29,000	-	51,374
Section 8 Rental Assistance	493,100	6,043,020	25,000	5,000	86,600
Rehab. Loan Program (HCD)	4,100	200	-	-	-
Redevelopment Agency	306,250	170,332	4,049,851	57,119	19,118
Redev. Meadow Park Parking Lot	-	-	23,850	-	-
Gov. Cable Communications	888,422	65,363	71,522	8,500	72,637
Cable TV Public Access	306,311	20,111	19,500	3,100	34,357
Police Inmate Welfare Fund	-	10,000	-	-	-
Air Quality Management	50,200	78,662	67,720	-	-
Vanpool/Rideshare	70,741	183,310	5,600	450	-
Gas Tax	-	-	-	-	-
Prop C	-	-	-	-	-
Street Lighting District	604,029	565,863	2,015,585	-	-
Torrance Improvements Debt	-	-	-	-	-
Total External	\$ 2,971,703	\$ 7,172,361	\$ 6,307,628	\$ 74,169	\$ 264,086
Less:					
Internal Service Charges	\$ (3,837,127)	\$ (408,199)	\$ (261,969)	\$ (27,200)	\$ (131,709)
Internal Transfers	-	-	-	-	-
TOTAL	\$ 170,123,051	\$ 28,715,934	\$ 21,383,340	\$ 1,102,043	\$ 10,601,887

2010-11 ADOPTED (YEAR 2 OF 2 YEAR BUDGET)
EXPENDITURE BUDGET BY CATEGORY
(Continued)

	Capital Acquisitions	Other	Material Reimbursements	Net Total
General Fund Operating Budget:				
City Attorney	-	40,497	-	\$ 2,142,685
City Clerk	-	16,758	-	\$ 876,645
City Council/Commissions	-	4,294	-	\$ 587,243
City Manager	11,500	23,309	-	\$ 2,715,453
City Treasurer	2,966	9,183	-	\$ 856,314
Civil Service	-	19,902	-	\$ 466,471
Commun. & Info. Technology	1,000	142,636	(855,799)	\$ 4,667,801
Community Development	2,200	191,230	(6,500)	\$ 7,630,282
Community Services	37,000	240,066	(23,800)	\$ 14,270,766
Finance	-	84,878	(476,940)	\$ 3,816,601
Fire	203,530	232,038	(279,652)	\$ 25,534,892
General Services	5,500	71,288	(1,047,685)	\$ 3,920,179
Human Resources	-	40,852	(137,174)	\$ 2,583,693
Police	-	617,821	(54,466)	\$ 62,545,407
Public Works	28,750	702,946	(649,963)	\$ 11,673,338
Non-Departmental/Insurance		26,205,456	(5,036,212)	\$ 24,434,829
Total General Fund	\$ 292,446	\$ 28,643,154	\$ (8,568,191)	\$ 168,722,599
Internal Service:				
Fleet Services	2,128,660	108,861	-	\$ 5,949,962
Self Insurance	-	3,018,135	-	\$ 3,971,898
Total Internal Service	\$ 2,128,660	\$ 3,126,996	\$ -	\$ 9,921,860
Enterprise Funds:				
Airport	-	8,668,103	-	\$ 11,622,661
Transit	-	2,866,983	-	\$ 23,722,478
Water	56,200	20,182,366	(8,000)	\$ 29,175,363
Sanitation	-	272,892	(46,000)	\$ 11,958,497
Cultural Arts Center	-	38,862	-	\$ 2,177,687
Sewer	4,700	1,078,300	-	\$ 2,423,757
Emergency Medical Services	56,000	593,000	(56,000)	\$ 10,868,059
Animal Control	-	-	-	\$ 461,866
Parks and Recreation	8,500	68,036	(100)	\$ 8,154,592
Total Enterprise	\$ 125,400	\$ 33,768,542	\$ (110,100)	\$ 100,564,960
External Funds:				
Home Improv. Empl. Program	-	-	-	\$ 364,424
Section 8 Rental Assistance	17,800	-	-	\$ 6,670,520
Rehab. Loan Program (HCD)	-	-	-	\$ 4,300
Redevelopment Agency	-	13,361,912	-	\$ 17,964,582
Redev. Meadow Park Parking Lot	-	-	-	\$ 23,850
Gov. Cable Communications	35,000	445,911	(22,200)	\$ 1,565,155
Cable TV Public Access	25,000	9,238	-	\$ 417,617
Police Inmate Welfare Fund	-	-	-	\$ 10,000
Air Quality Management	-	-	-	\$ 196,582
Vanpool/Rideshare	-	-	-	\$ 260,101
Gas Tax	-	1,040,000	-	\$ 1,040,000
Prop C	-	1,508,900	-	\$ 1,508,900
Street Lighting District	-	-	-	\$ 3,185,477
Torrance Improvements Debt	-	4,576,230	-	\$ 4,576,230
Total External	\$ 77,800	\$ 20,942,191	\$ (22,200)	\$ 37,787,738
Less:				
Internal Service Charges	\$ (2,128,660)	\$ (3,126,996)	\$ -	\$ (9,921,860)
Internal Transfers	-	(41,106,899)	-	\$ (41,106,899)
TOTAL	\$ 495,646	\$ 42,246,988	\$ (8,700,491)	\$ 265,968,398

GENERAL FUND AND SELF INSURANCE FUND RESERVES

	Reserve Balances 06/30/2009	2009-10 Sources (Uses)	Reserve Balances 06/30/2010	Funding Goal
<u>CATEGORY 1: CONTINGENCY RESERVES</u>				
Economic Anomaly	\$ 10,121,349	\$ -	\$ 10,121,349	\$ 18,115,483 A)
Program Contingencies	712,000	(54,308)	657,692	(n/a)
Total	\$ 10,833,349	\$ (54,308)	\$ 10,779,041	\$ 18,115,483

CATEGORY 2: SPECIFIC PURPOSE RESERVES

Economic Development	\$ 1,027,095	\$ (148,000)	\$ 879,095	(n/a)
Balancing Strategies	3,679,559	(1,427,850)	2,251,709	(n/a)
Litigation	500,000	-	500,000	(n/a)
Program Innovation	195,433	-	195,433	(n/a)
Revolving Nuisance Abatement	80,000	-	80,000	(n/a)
Benefit Rate Mitigation	5,248,080	(26,650)	5,221,430	7,278,166 B)
Security Improvements	124,207	(15,000)	109,207	(n/a)
Prop A Exchange	1,500,000	(971,457)	528,543	(n/a)
Cultural Arts Center Endowment	250,000	(39,584)	210,416	(n/a)
Alternative Fuel Vehicles	1,781,164	(70,000)	1,711,164	(n/a)
Total	\$ 14,385,538	\$ (2,698,541)	\$ 11,686,997	\$ 7,278,166

CATEGORY 3: FUNDING OF LIABILITIES RESERVES

				Outstanding
Compensated Absences	\$ 1,000,000	\$ -	\$ 1,000,000	\$ 17,854,054
General Liability/Workers' Compensation				
Claims	4,642,510	(775,000)	3,867,510	24,910,191 C)
Total	\$ 5,642,510	\$ (775,000)	\$ 4,867,510	\$ 42,764,245

A) Funding Goal is 10% of combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and Emergency Medical Services Fund net adopted 2009-10 appropriation level.

B) Represents 2 years of 5% for Public Safety and 2 years of 2% for Misc.

C) Based on the Actuarial Study of the Self Insurance Program Report as of fiscal year ending June 30, 2008. A percentage of this balance is funded by annual departmental budget for workers compensation and liability.

RESERVE DESCRIPTION AND FUNDING POLICY

Economic Anomaly Reserve: This reserve was established in fiscal year 1987-88 with two goals. The first was to provide a reserve that would assist the City in the reduction of reliance on year-end carryover to balance the next year's budget. Prior to 1988, the City relied upon generating between \$4 million and \$5 million in savings to balance the next fiscal year. Pursuant to Council direction, the reserve was established and the use of carryover was phased back over three year period to the current targeted limited use of \$600,000. The second goal of the reserve was to achieve a balance equal to 10% of the General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Services Fund net adopted appropriation level as approved by Council for 2009-10. The balance of this reserve as of June 30, 2010 is \$10,121,349.

Program Contingencies Reserve: This reserve is to provide funding for program needs or special studies that arise throughout the year that were not anticipated during preparation of the budget. The balance of this reserve as of June 30, 2010 is \$657,692.

Economic Development Reserve: This reserve was established as part of the 1993 Capital Improvement Budget. Criteria for the use of funds to stimulate growth in the community were established during fiscal year 1993-94. As funds became available and return is received on the economic investments, the funding goal for this reserve is a minimum of \$500,000. \$100,000 of this reserve funds the annual budget of Economic Development program. Any unused balance at the end of each fiscal year is being returned to this reserve. As of July 1, 2009, the balance of this reserve is \$1,027,095. \$48,000 was approved by council on March 16, 2010 to fund the consulting contract for the implementation of the Del Amo Business District. \$100,000 was used to fund annual appropriation for economic assistance. The balance of this reserve as of June 30, 2010 is \$879,095.

Balancing Strategies Reserve: This reserve was established in the 2003-04 fiscal year to address the budget shortfall in the 2004-05 fiscal year. This reserve allows the City the flexibility to balance the budget over a period of time and allow time for balancing strategies time to be implemented. The balance as of June 30, 2010 is \$2,251,709.

Litigation Reserve: This reserve was established in April 1990 to provide a funding source for unanticipated, unbudgeted litigation expenses. Additions to the reserve have been through subsequent year-end carryover allocations, with appropriations from the reserve as approved by City Council during the budget years. There is no firm reserve addition policy; allocations to the reserve from carryover have been based on litigation likely tempered by other reserve requirements. The balance of this reserve as of June 30, 2010 is \$500,000.

Innovation Fund Reserve: This reserve was established in the adopted 1995-97 annual budget as a result of budget streamlining. A committee will refine application requirements and review applications, with approval concurrence by the City Manager. The broad principals for department application of the innovation funds are uses of the funds for the following items:

- Reduction of a departmental program cost.
- Holding the line on program costs.
- Improving services to clients (internal and external).
- Improving efficiency of a program or operation.

The original funding amount was to be \$300,000 annually. This was reduced to \$200,000 for fiscal year 1995-96 due to the automation capital projects recommended for approval. Many of these projects met the objectives of the innovation fund. The May 7, 1996 budget adjustments included a recommendation from the Building and Safety department that \$100,000 of this reserve be transferred to a Revolving Nuisance Abatement Reserve. This reserve was increased by \$150,000

from the General Fund carryover as approved by Council on November 20, 2007 item 12c. The balance of this reserve as of June 30, 2010 is \$195,433.

Revolving Nuisance Abatement Reserve: This reserve was established in May 1996 for the amount of \$100,000 from the Innovation Fund Reserve to fund maintenance for enforcing building standard codes when property owners are unable to comply. The reserve will be used for contract services to abate building nuisances and hazard on private property. The balance of this reserve as of June 30, 2010 is \$80,000.

Benefit Rate Mitigation: This reserve was established to mitigate rate increases in public employee's retirement system, health insurance, workers compensation, short term and long term disabilities, and liability claims. The balance of this reserve as of June 30, 2010 is \$5,221,430.

Security Improvements Reserve: This reserve was established and approved by Council on December 11, 2001 to be use for City facilities security improvements. As of July 1, 2009, the balance of this reserve is \$124,207. On August 18, 2009, Council approved the use of \$15,000 for the 2009 Disaster Expo Event. The balance of this reserve as of June 30, 2010 is \$109,207.

Prop A Exchange Reserve: This reserve is to provide funding for Proposition A local return funds that are traded to other jurisdictions in exchange for General Fund. Prop A local returns are used exclusively to benefit public transit, to improve the quality and safety of and/or access to public transit services by the general public or those requiring special transit assistance. The balance of this reserve as of July 1, 2009 is \$1,500,000. During the first quarter 09-10, \$971,457 was used to trade Prop A with City of Hidden Hills, City of Palos Verdes Estates, City of La Habra Heights, City of Malibu, City of La Puente and City of La Verne. The balance as of June 30, 2010 is \$528,543.

Cultural Arts Center Endowment: This reserve was established in November 20, 2007 per Council approved item 12C, the funding which came from the 2006-07 General Fund carryover. During the 2007-08 fiscal year budget process in May, the City agreed to look into the feasibility of assisting the Cultural Arts Center Foundation by setting up an endowment fund. \$250,000 is to be used as a City match to donations to a Cultural Arts Center Endowment Fund. It is the City's intent to match endowment donations up to \$50,000 annually and only the interest earned from such donations would be used for Cultural Arts Center activities. The principal would be permanently preserved. \$39,584 was transferred in November 2009 to the Endowment Matching Fund. The balance of this reserve as of June 30, 2010 is \$210,416.

Alternative Fuel Vehicles Reserve: This reserve was established and approved by Council on January 10, 2006 in the amount of \$2,007,764 for the mandated use of alternative fuel vehicles and funded by the 2004-05 General Fund carryover. As of July 1, 2009, the balance of this reserve is \$1,781,164. \$70,000 was used to offset propane cost of one Elgin street sweeper as approved by Council on July 7, 2009. The balance of this reserve as of June 30, 2010 is \$1,711,164.

Compensated Absences Reserve: This reserve is to provide funding for those employees who exercise individual options to cash in portions of their accrued sick leave and vacation in excess of that provided for annually within the base budget which cannot be absorbed by the departments through year-end salary savings. The reserve has not been drawn upon because year-end salary savings have been available to absorb cash-out overages. The balance of this reserve as of June 30, 2010 is \$1,000,000.

General Liability/Workers Compensation Reserve: This reserve was established to be use to fund excess workers compensation and liability claims than what was annually budgeted for in the Self Insurance Fund. The reserves are funded from the General Fund two-thirds loss allocation savings for workers compensation claims and liability claims every fiscal year and also funded by year end carryover. The balance as of June 30, 2010 is \$3,867,510.

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CITY OF TORRANCE

Long-Term Debt Schedule

Indebtedness	Original Principal	Maturity date	Outstanding			
			Principal As of 6-30-10	FY '10-11	FY'11-12	FY'12-13
TORRANCE PUBLIC FINANCING AUTHORITY						
Series 2004A Torrance Public Financing COP	\$19,215,000	06/30/2034	\$14,050,000	\$1,541,659	\$1,539,659	\$1,540,753
Series 2004B Torrance Public Financing COP	23,915,000	06/30/2034	23,915,000	1,232,963	1,232,963	1,232,963
Series 2009A Land Acquisition	18,880,000	06/30/2040	18,880,000	1,258,019	1,255,194	1,255,594
1998 COP Fire / Police Station	10,300,000	12/01/2028	6,770,000	543,590	543,365	547,348
Subtotal	\$72,310,000		\$63,615,000	\$4,576,231	\$4,571,181	\$4,576,658
Transfers from Airport				(450,810)	(450,327)	(450,277)
Interest Earnings(2004A & 2004B Torr Public Fin)					(44,000)	(44,000)
Interest Earnings(2009A Torr Public Fin)				(25,000)	(25,000)	(25,000)
Interest Earnings(Fire & Police 1998 COP)				(31,000)	(31,000)	(31,000)
Total	\$72,310,000		\$63,615,000	\$4,069,421	\$4,020,854	\$4,026,381
Admin. Fees				23,750	23,750	23,750
Audit Fees				2,500	2,500	2,500
Grand Total Debt Svc. + Fees	\$72,310,000		\$63,615,000	\$4,095,671	\$4,047,104	\$4,052,631
REDEVELOPMENT AGENCY						
2001 Skypark Refunding	2,470,143	07/01/2012	\$783,841	\$352,144	\$352,114	\$176,072
1998 Industrial Refunding, B	12,770,000	09/01/2028	9,300,000	1,107,712	1,133,724	1,165,557
1999 Industrial Refunding, C	18,500,000	09/01/2028	15,075,000	1,283,670	1,282,374	1,284,579
1998 Downtown Project, A	8,500,000	09/01/2028	6,745,000	579,223	577,933	576,008
Sub-Total	\$42,240,143		\$31,903,841	\$3,322,749	\$3,346,145	\$3,202,216
AIRPORT FUND						
Part of 2004A/2004B COP refunding	\$5,721,935	06/30/2016	\$1,596,337	\$450,810	\$450,327	\$450,277
WATER FUND						
2004 Series A Water Revenue Refunding Bonds	\$5,050,000	03/01/2014	\$2,245,000	\$621,050	\$620,300	\$623,300
GRAND TOTAL	\$125,322,078		\$99,360,178	\$8,490,280	\$8,463,876	\$8,328,424

FY'13-14	FY'14-15	FY'15-16	FY'16-17	FY'17-18	FY'18-19	FY'19-20	FY'20-21	FY'21-22	FY'22-23	13 YEAR TOTAL
\$1,544,238	\$819,738	\$823,713	\$826,750	\$824,500	\$821,500	\$827,750	\$827,750	\$821,750	\$825,000	\$13,584,760
1,232,963	1,952,963	1,951,963	1,949,213	1,949,713	1,953,213	1,949,463	1,948,713	1,950,712	1,950,213	\$22,488,018
1,255,694	1,254,631	1,256,394	1,256,694	1,256,394	1,255,241	1,257,856	1,253,925	1,256,819	1,256,748	\$16,329,203
540,630	543,188	539,957	541,063	541,456	541,138	540,106	538,363	535,906	537,619	\$7,033,729
\$4,573,525	\$4,570,520	\$4,572,027	\$4,573,720	\$4,572,063	\$4,571,092	\$4,575,175	\$4,568,751	\$4,565,187	\$4,569,580	\$59,435,710
(449,815)	(165,282)	(164,654)	(165,000)							(2,296,165)
(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(44,000)	(528,000)
(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(325,000)
(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(31,000)	(403,000)
\$4,023,710	\$4,305,238	\$4,307,373	\$4,308,720	\$4,472,063	\$4,471,092	\$4,475,175	\$4,468,751	\$4,465,187	\$4,469,580	\$55,883,545
23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	23,750	308,750
2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	32,500
\$4,049,960	\$4,331,488	\$4,333,623	\$4,334,970	\$4,498,313	\$4,497,342	\$4,501,425	\$4,495,001	\$4,491,437	\$4,495,830	56,224,795
\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$880,330
1,192,704	642,047	645,454	642,875	644,313	639,766	639,234	642,438	639,375	640,047	\$10,375,246
1,280,285	1,284,357	1,281,657	1,282,185	1,280,807	1,277,520	1,277,000	1,274,100	1,273,863	1,271,150	\$16,633,547
578,114	579,100	579,254	578,575	577,064	574,720	576,320	576,720	576,000	574,160	\$7,503,191
\$3,051,103	\$2,505,504	\$2,506,365	\$2,503,635	\$2,502,184	\$2,492,006	\$2,492,554	\$2,493,258	\$2,489,238	\$2,485,357	\$35,392,314
\$449,815	\$165,282	\$164,654	\$165,000	\$	\$	\$	\$	\$	\$	\$2,296,165
\$644,800	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$2,509,450
\$8,195,678	\$7,002,274	\$7,004,642	\$7,003,605	\$7,000,497	\$6,989,348	\$6,993,979	\$6,988,259	\$6,980,675	\$6,981,187	96,422,724

OPERATING TRANSFERS IN AND OUT
Fiscal Year 2009-10 (Year 1 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 22,155,648	Special Revenue Fund: Street Lighting Assessment	\$ 1,704,237
		Enterprise Funds:	
		Cultural Services	831,052
		Parks and Recreation	2,914,698
		Cultural Arts Center	1,156,255
		Emergency Medical Services	8,444,459
		Animal Control	238,648
		Internal Service Fund:	
		Self-Insurance	1,410,000
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Police Computer	75,000
		Fire Apparatus	400,000
		Telephone Replacement	206,442
		Data Communications Replacement	75,249
		Radio Replacement	149,782
		PC Replacement	504,100
		Reorganization Fund	45,000
		Reserve	1,933,000
		Postemployment/Comp Absences Fund	1,000,000
		Benefit Rate Mitigation	540,000
		2009-10 Capital Project Fund	500,000
General Fund -Reserve	2,241,043	General Fund Operations	1,561,043
		Prop A Exchange	140,000
	\$ 24,396,691		\$ 24,396,691
Special Revenue Funds:		General Fund	994,900
State Gas Tax	840,000	General Fund Sub-Fund:	
		Telephone Replacement	1,779
Government Cable Communications	436,034	Data Communications Replacement	3,705
Proposition C Local Return	1,308,900	Radio Replacement	250
		PC Replacement	12,300
		Special Revenue Fund:	
		Cable TV Public Access	418,000
		Enterprise Fund:	
		Transit	1,154,000
	\$ 2,584,934		\$ 2,584,934
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,949	Data Communications Replacement	4,449
		PC Replacement	400
Redevelopment Agency-Low/Mod Housing	18,800	Special Revenue Fund:	
		Rehab Housing	36,900
Inmate Welfare Fund - Capital	10,000	Inmate Welfare Fund - Operations	10,000
	\$ 51,749		\$ 51,749
Debt Service Funds:		General Fund	3,130,333
Redevelopment Agency-Industrial	4,117,860	Capital Project Fund:	
Redevelopment Agency-Downtown	386,091	Redevelopment Agency-Low Mod	1,505,345
Redevelopment Agency-Skypark	131,727		
	\$ 4,635,678		\$ 4,635,678
Enterprise Fund:		General Fund	5,930,100
Airport - Aeronautical	20,934	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,951,363	Telephone Replacement	51,779
Cultural Arts Center	13,734	Data Communications Replacement	16,597
Parks and Recreation	61,068	Radio Replacement	36,537
Sewer	75,000	PC Replacement	94,200
Transit	167,238	Special Revenue Fund:	
Water	29,519	Street Lighting Assessment District	25,763
Sanitation	2,428	Internal Service Fund:	
Internal Service Fund:		Self-Insurance	120,000
Self Insurance	5,618	Enterprise Fund:	
Fleet Services	17,449	Sanitation	75,000
Special Revenue Fund:			\$ 6,349,976
Cable TV Public Access	5,625		\$ 6,349,976
	\$ 6,349,976		
Total Transfers	\$ 38,019,028		\$ 38,019,028

OPERATING TRANSFERS IN AND OUT
Fiscal Year 2010-11 (Year 2 of 2 Year Budget)

Fund	Operating transfers out	Fund	Operating transfers in
General Fund	\$ 21,820,158	Special Revenue Fund:	
General Fund -Reserve	2,728,648	Street Lighting Assessment	\$ 1,850,458
Telephone Replacement Fund	500,000	Enterprise Funds:	
PC Replacement Fund	92,500	Cultural Services	703,879
Benefit Rate Mitigation Fund	1,040,000	Parks and Recreation	2,579,816
		Cultural Arts Center	780,075
		Emergency Medical Services	9,205,059
		Animal Control	233,648
		Internal Service Fund:	
		Self-Insurance	1,163,500
		Fleet Services	567,726
		General Fund Sub-Fund:	
		Re-Org Fund	1,264,600
		Police Computer	75,000
		Fire Apparatus	400,000
		Telephone Replacement	89,723
		Data Communications Replacement	69,983
		Radio Replacement	169,082
		PC Replacement	473,298
		Reserve	1,694,311
		Postemployment/Comp Abs Fd	-
		2009-10 Capital Project Fund	1,900,000
		General Fund Operations	2,961,148
	\$ 26,181,306		\$ 26,181,306
Special Revenue Funds:		General Fund	1,040,000
State Gas Tax	1,040,000	General Fund Sub-Fund:	
Government Cable Communication	437,317	Telephone Replacement	773
Proposition C Local Return	1,508,900	Data Communications Replacement	3,446
		Radio Replacement	250
		PC Replacement	11,448
		Special Revenue Fund:	
		Cable TV Public Access	421,400
		Vanpool/Rideshare	154,900
		Enterprise Fund:	
		Transit	1,354,000
	\$ 2,986,217		\$ 2,986,217
Capital Project Funds:		General Fund Sub-Fund:	
Redevelopment Agency-Downtown	22,638	Data Communications Replacement	4,138
Redevelopment Agency-Low/Mod	18,800	PC Replacement	400
Inmate Welfare Fund - Capital	10,000	Special Revenue Fund:	
	\$ 51,438	Rehab Housing	36,900
		Inmate Welfare Fund - Operations	10,000
			\$ 51,438
Debt Service Funds:		General Fund	3,210,914
Redevelopment Agency-Industrial	4,577,694	Capital Project Fund:	
Redevelopment Agency-Downtown	393,812	Redevelopment Agency-Low Mod	1,894,953
Redevelopment Agency-Skypark	134,361		
	\$ 5,105,867		\$ 5,105,867
Enterprise Fund:		General Fund	6,515,943
Airport - Aeronautical	14,918	General Fund Sub-Fund:	
Airport - Non Aeronautical	5,954,206	Telephone Replacement	22,504
Cultural Arts Center	9,862	Data Communications Replacement	15,433
Parks and Recreation	49,615	Radio Replacement	36,687
Sewer	75,000	PC Replacement	90,741
Transit	42,731	Special Revenue Fund:	
Water	26,407	Street Lighting Assessment District	25,763
Sanitation	2,618	Enterprise Fund:	
Emergency Medical Service	583,000	Sanitation	75,000
Internal Service Fund:			
Self Insurance	5,325		
Fleet Services	13,578		
Special Revenue Fund:			
Cable TV Public Access	4,811		
	\$ 6,782,071		\$ 6,782,071
Total Transfers	\$ 41,106,899		\$ 41,106,899

PERSONNEL SUMMARY

	2007-08 Adopted		2009	2008-09 Adopted		2009-10 Adopted		2010-11 Adopted	
	General	Other	Actual	General	Other	General	Other	General	Other
	Fund	Funds	(2/1/10)	Fund	Funds	Fund	Funds	Fund	Funds
City Council	7.0	-	7.0	7.0	-	7.0	-	7.0	-
City Attorney	14.0	-	12.0	14.0	-	14.0	-	11.5	-
City Clerk	8.5	-	9.0	8.5	-	8.5	-	8.5	-
City Treasurer	7.0	-	6.0	7.0	-	6.0	-	6.0	-
City Manager	15.0	-	12.9	15.5	-	15.0	-	14.0	-
Cable Television	-	17.3	14.2	-	17.3	-	17.3	-	17.3
Civil Service	2.0	-	1.3	2.0	-	2.8	-	2.8	-
Commun. & Info. Tech.	40.5	-	40.2	40.5	-	40.5	-	41.5	-
Community Development	66.0	4.5	66.6	66.5	4.5	63.5	4.5	58.2	5.3
Community Svcs. - Full Time	103.6	23.8	121.0	102.1	23.8	102.1	23.8	98.1	23.8
Community Svcs. - Recurrent	52.2	94.4	77.6	52.7	94.4	52.5	90.7	51.6	90.7
Finance	40.4	-	33.4	40.3	-	39.0	-	36.0	-
Fire	127.5	44.0	161.3	121.0	50.0	121.5	50.0	114.5	50.0
General Services	60.0	-	55.0	60.0	-	56.0	-	53.0	-
CAC* - full time	-	10.5	10.0	-	10.5	-	10.5	-	10.5
CAC* - recurrent	-	17.8	9.1	-	17.8	-	17.8	-	17.8
Airport	-	4.5	11.0	-	4.5	-	8.5	-	8.5
Fleet	-	35.0	33.8	-	35.0	-	34.0	-	34.0
Human Resources	26.5	-	25.6	27.5	-	27.5	-	24.5	-
Workforce Development	-	-	-	-	-	-	-	-	-
Police - full time	344.0	3.0	316.0	344.8	4.0	339.8	4.0	332.8	4.0
Police - recurrent	13.0	-	9.3	13.0	-	13.0	-	13.0	-
Public Works	102.5	-	109.3	103.5	-	104.4	-	96.7	-
Sanitation	-	49.1	47.0	-	49.1	-	49.1	-	49.4
Water	-	39.0	28.0	-	39.0	-	39.0	-	40.2
Airport	-	7.4	-	-	7.4	-	-	-	-
Sewer	-	8.0	-	-	10.0	-	10.0	-	10.2
Transit	-	139.0	121.0	-	139.8	-	139.8	-	138.8
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Total full time positions	964.5	385.1	1,241.5	960.2	394.9	947.6	390.5	905.1	392.0
Total recurrent positions	65.2	112.2	96.0	65.7	112.2	65.5	108.5	64.6	108.5
<hr/>									
Total	1,029.7	497.3	1,337.5	1,025.9	507.1	1,013.1	499.0	969.7	500.5
<hr/>									
City Total		<u>1,527.0</u>	<u>1,337.5</u>		<u>1,533.0</u>		<u>1,512.1</u>		<u>1,470.2</u>

*Cultural Arts Center

Personnel Vacancies as of July 1, 2010

DEPARTMENT	FUND	VACANCY	NUMBER
City Attorney	General Fund	Legal Secretary	1
City Manager	General Fund	Human Resources Analyst/Civil Service	1
City Manager - Cable	Enterprise Fund	Announcer	1
	Enterprise Fund	Production Assistant	1
City Treasurer	General Fund	Deputy City Treasurer	1
Communications & Info Technology	General Fund	Information Technology Analyst	1
Community Services (Library & Park Services)	General Fund	Lead Maintenance Worker	1
	General Fund	Librarian (Youth Services)	1
	General Fund	Library Assistant I	1
	General Fund	Library Assistant II	1
	General Fund	Library Page	2
	General Fund	Maintenance Worker	1
	General Fund	Maintenance Worker	0.6
	General Fund	Reference Librarian (part-time)	1
	General Fund	Senior Librarian-Reference Services Supervisor	1
	General Fund	Typist Clerk II	1
Finance	General Fund	Accountant	1
	General Fund	Account Clerk	1
	General Fund	Buyer	1
Fire	General Fund	Fire Prevention Specialist - Non Sworn	2
General Services	General Fund	Custodian	1
	General Fund	Electrician	1
	General Fund	Fleet Services Supervisor	1
	General Fund	Typist Clerk II	0.5
	Enterprise Fund	Customer Service Representative (P/T)	1
Police	General Fund	Animal Control Officer	1
	General Fund	Forensic ID Specialist	3
	General Fund	Police Cadet	1
	General Fund	Police Records Technician	2
	General Fund	Public Safety Dispatcher	6
	General Fund	Services Officer	3.1
	General Fund	Officer-Recruit - Sworn	6
Public Works	General Fund	Associate Engineer	2
	General Fund	Deputy Director Public Works/CE	1
	General Fund	Engineering Technician III	1
	General Fund	Equipment Operator	1
	General Fund	Maintenance Worker	3
	General Fund	Traffic Signal Technician	3
	General Fund	Water Service Tech. III	2
	Enterprise Fund	Maintenance Worker	2
	Enterprise Fund	Water Service Tech. I	2

Personnel Vacancies as of July 1, 2010 (continued)

DEPARTMENT	FUND	VACANCY	NUMBER
Transit	Enterprise Fund	Bus Operator	10
	Enterprise Fund	Fleet Services Supervisor	1
	Enterprise Fund	IT Specialist	1
	Enterprise Fund	Relief Bus Operator - Part-Time	6
	Enterprise Fund	Senior Mechanic	1
	Enterprise Fund	Storekeeper	1
	Enterprise Fund	Transit Operations Manager	1
	Enterprise Fund	Transit Supervisor	2
		Total	<u>88.2</u>
Vacancies Summary:			
Safety			6.0
General Fund			52.2
Enterprise Fund			<u>30.0</u>
Total			<u>88.2</u>

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**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Summary				
Property Taxes	37,640,203	39,200,226	40,932,075	40,200,000
Sales Tax	42,879,233	39,317,051	38,731,889	34,584,000
Other Taxes	59,737,355	55,700,108	61,716,195	59,860,000
Licenses and Permits	1,961,792	1,426,032	2,333,910	2,014,000
Grants and Subventions	1,928,583	1,581,765	1,457,221	2,020,000
Fines and Forfeitures	1,640,282	1,215,048	1,966,047	1,475,000
Use of Money and Property	6,300,890	6,536,920	5,327,157	3,311,500
Charges for Services	3,935,739	3,720,023	5,106,206	4,942,000
Other Revenues	12,655,724	14,305,393	14,233,976	18,475,924
Non-Recurring Revenues	-	-	-	-
Total General Fund Revenues	168,679,801	163,002,565	171,804,676	166,882,424
Detail				
Property Taxes				
Secured	23,093,524	24,136,381	26,050,000	25,100,000
VLF Swap	10,395,607	10,957,233	11,287,500	11,070,000
Unsecured	971,922	1,161,351	1,025,860	1,300,000
Supplemental	1,341,564	671,184	877,715	530,000
Redemptions	788,995	1,304,997	841,000	1,100,000
Real property transfer	613,292	466,988	450,000	600,000
Aircraft assessment	198,967	154,274	200,000	175,000
Penalties and interest	236,332	347,817	200,000	325,000
Total Property Taxes	37,640,203	39,200,226	40,932,075	40,200,000
Sales Taxes	42,879,233	39,317,051	38,731,889	34,584,000
Other Taxes				
Utility Users	35,795,148	33,217,927	36,542,018	37,000,000
Business Licensing	7,941,785	8,045,014	8,241,960	7,900,000
Occupancy	7,890,690	6,903,988	8,329,408	7,400,000
Prop 172 Sales Tax	1,366,229	1,239,263	1,364,928	1,350,000
Franchise payments	5,418,353	5,746,531	6,402,751	5,400,000
Construction	1,318,439	540,236	825,130	800,000
Oil Severance	6,711	7,149	10,000	10,000
Total Other Taxes	59,737,355	55,700,108	61,716,195	59,860,000
			7,237,881	6,210,000
Licenses and Permits				
Construction permits	1,817,366	1,296,066	2,147,193	1,864,000
Other licenses and permits	144,426	129,966	186,717	150,000
Total Licenses and Permits	1,961,792	1,426,032	2,333,910	2,014,000
Grants and Subventions				
Motor vehicle licenses	658,535	506,316	367,221	580,000
Gasoline tax	840,000	840,000	840,000	1,040,000
State homeowner prop tax	234,819	235,448	250,000	250,000
Other state revenues	195,229			150,000
Other county grants				
Total Grants and Subventions	1,928,583	1,581,765	1,457,221	2,020,000

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund

Property Tax

Projected budget for 2010-11 is a \$732,000, or 2.9% reduction from the prior year projection. This reduction reflects a decline in the housing market and increases in foreclosures.

Sales Tax

Sales tax revenues are projected to be approximately \$4.1 million below fiscal year 2009-10 budget estimates. Sales tax revenues are directly impacted by the economy. Over the last three fiscal years the economy has been in a recession and has been extremely sluggish for certain retail markets. The automotive industry and other large dollar retail markets have experienced significant drops in sales which adversely impacts the city's sales tax forecast.

Utility User's Tax

The tax rate for electricity, telecommunications, gas and cable is 6.5%. The rate for water is 6%. The projected increase of 1.3% for fiscal year 2010-11 more closely reflects the the current receipts related to natural gas prices and cogeneration charges. This revenue source is showing signs of improvement.

Business License Tax

This revenue source is projected to decline by 4.1% for fiscal year 2010-11. The decline is due to the economy which has resulted in more business closings in the 2010-11 year.

Occupancy Tax

Occupancy tax revenues are being reduced by 11.2% to reflect the decline in business travel and tourism for the projected 2010-11 fiscal year.

Prop 172 Sales Tax

This revenue is projected to decline slightly in 2010-11 because it is directly related to sales tax which are declining.

Franchise Payments - Other

This revenue is projected to reflect a 15% decline in 2010-11 due primarily to a decline in revenues from electricity and gas franchises.

Construction Tax

It is projected that the construction industry will continue to decline until the federal stimulus funds are allocated down to the cities of California.

Oil Severance Tax

This revenue remains the same in 2010-11 and remains level in future years.

Licenses and Permits

This revenue source is being reduced by 13% in 2010-11. This revenue source is primarily related to construction activities which is projected to be relatively sluggish for the 2010-11 year.

Motor Vehicle Licenses

This revenue source is projected to increase due to the temporary motor vehicle license rate increase from 0.65% to 1.15% through 6-30-11, but may be extended through 6-30-13.

**REVENUE PROJECTION DETAIL
GENERAL FUND**

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Fines and Forfeitures				
General court fines	1,157,823	772,410	1,378,321	900,000
Traffic fines	482,459	442,638	587,726	575,000
Total Fines and Forfeitures	1,640,282	1,215,048	1,966,047	1,475,000
Use of Money and Property				
Investment earnings	4,797,477	4,411,062	4,371,360	2,000,000
Rents and royalties	527,999	544,885	955,797	1,311,500
Franchise payments	975,414	1,580,973		
Total Use of Money and Property	6,300,890	6,536,920	5,327,157	3,311,500
Charges for Services				
Indirect charges				
Construction related fees	1,382,881	997,526	2,143,174	1,486,000
Engineering fees	165,207	181,529	132,593	260,000
Police Department services	779,860	896,417	748,364	760,000
Fire inspection fees	1,035,929	1,018,111	1,484,552	1,730,000
Other charges	44,340	139,191	150,000	150,000
Library fines and fees	161,598	153,051	181,000	185,000
Recreation Processing/Facility Fees	365,924	334,198	266,523	371,000
Total Charges for Services	3,935,739	3,720,023	5,106,206	4,942,000
Other Revenues				
Contributions	2,568,000	2,568,000	2,550,000	2,600,000
Other revenue	644,778	818,656	522,500	3,187,919
Transfers-in	9,442,946	10,918,737	11,161,476	12,688,005
Total Other Revenues	12,655,724	14,305,393	14,233,976	18,475,924
Non-Recurring Revenues				
Liquidation of prior year reserves				
Liquidation of economic dev. reserves				
PERS interest amortization				
PERS interest on credits				
PERS credit amortization				
Donations				
Advances from the City				
Total Non-Recurring Revenues				
Total General Fund Revenues	168,679,801	163,002,565	171,804,676	166,882,424

The General Fund is used to account for financial resources applicable to the general government operations of the City of Torrance, which are not required to be accounted

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - General Fund (Continued)

Fines and Forfeitures

This revenue source is expected to decline due primarily to reduced general court fines.

Investment Earnings

Interest income is projected to decline substantially in fiscal year 2010-11 due to lower cash balances and lower return on investment.

Rents and Royalties

This revenue is projected to increase in 2010-11, reflecting an increase in rental charges for fiscal year 2010-11.

Waste Haulers Franchise

This revenue source, which represents the Waste Haulers Franchise, is expected to remain relatively constant for fiscal year 2010-11.

Charges for Services

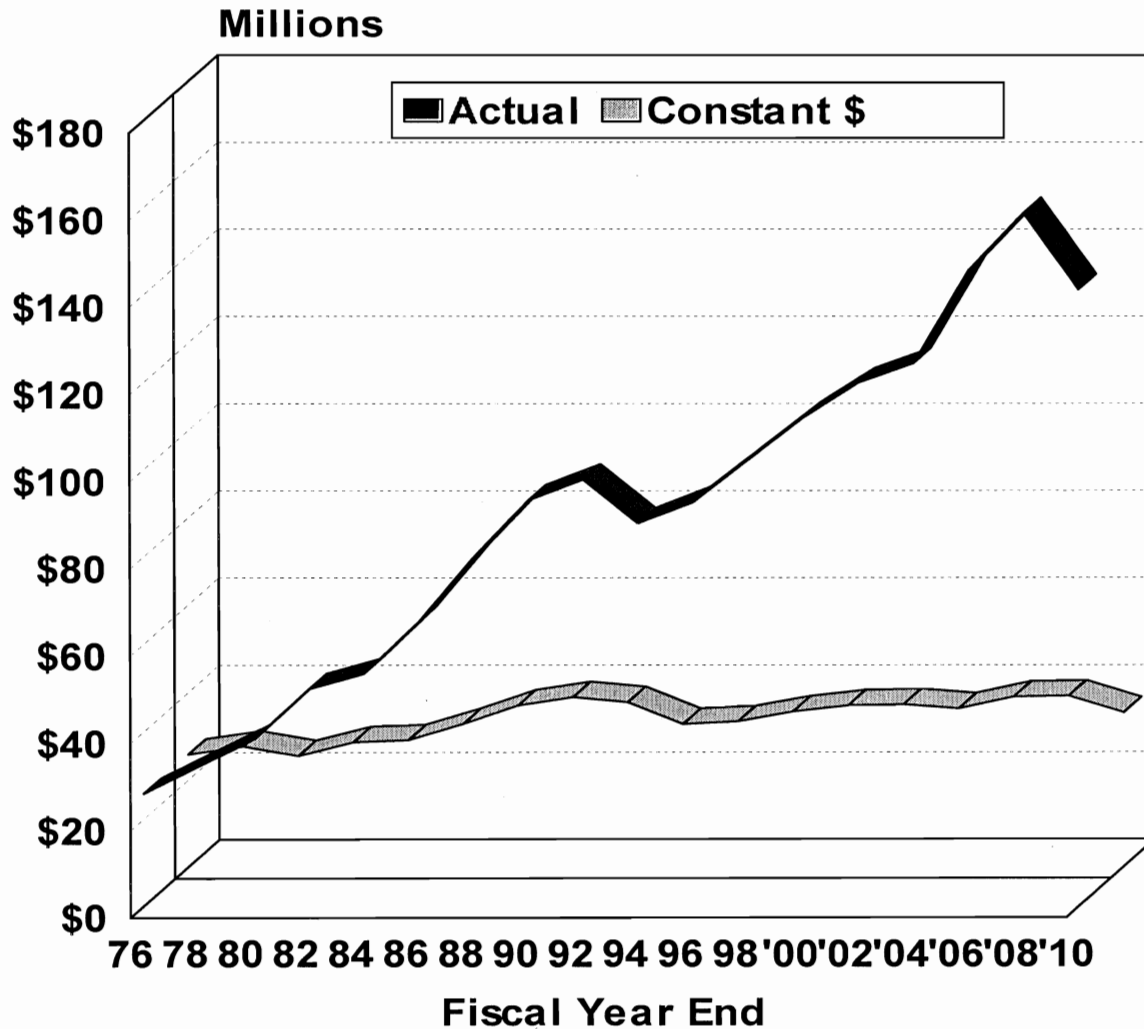
This revenue source represents general government charges for an array of services such as permits, engineering fees, fire service charges, etc. This revenue source is projected to decline slightly for fiscal year 2010-11.

Operating Transfers

This revenue source is projected to increase due to increased transfers from the Gas Tax Fund, Tax Revenue Anticipation Notes (TRAN), and the Telephone Replacement Fund (one-time) .

GENERAL FUND TOTAL REVENUE

Actual vs. Constant Dollars*



Actual average annual growth rate of 5.1%.

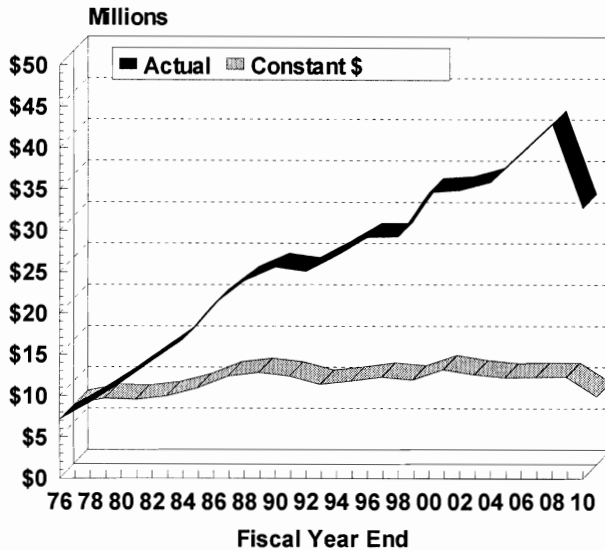
Constant dollars (real growth) average annual growth rate of .9%.

* Constant dollar figure adjusts for inflation (base year = 1976).

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

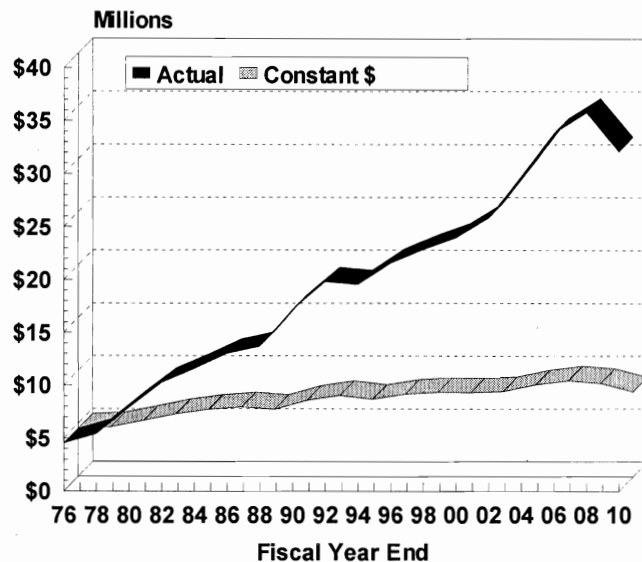
SALES AND USE TAX



Actual average annual growth rate of 4.6%.

Constant dollars (real growth) average annual growth rate of 0.4%.

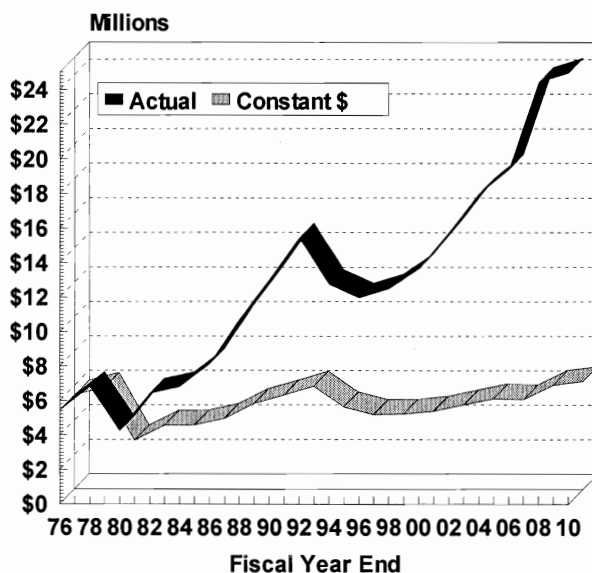
UTILITY USERS' TAX



Actual average annual growth rate of 5.9%.

Constant dollars (real growth) average annual growth rate of 1.7%.

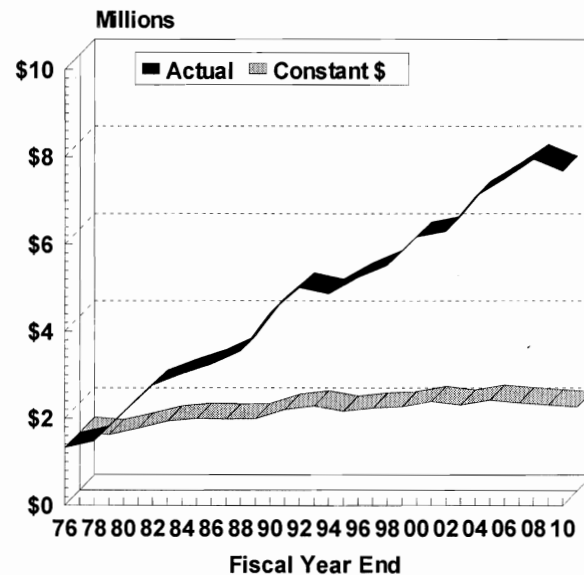
SECURED PROPERTY TAX



Actual average annual growth rate of 4.6%.

Constant dollars (real growth) average annual growth rate of 0.4%

BUSINESS LICENSE TAX



Actual average annual growth rate of 5.3%.

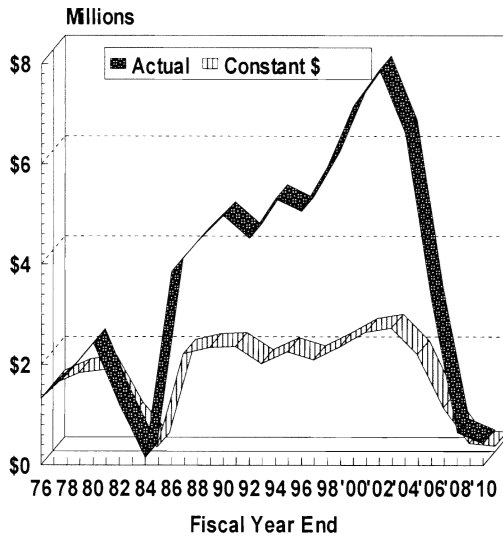
Constant dollars (real growth) average annual growth rate of 1.1%.

*Constant dollar figure adjusts for inflation (base year = 1976)

TOP GENERAL FUND REVENUES

Actual vs. Constant Dollars*

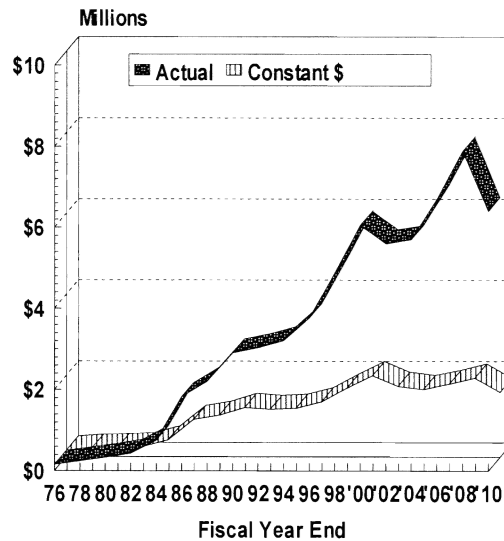
MOTOR VEHICLE TAX



Actual average annual growth rate of -3.2%.

Constant dollars (real growth) average annual growth rate of -7.1%.

OCCUPANCY TAX

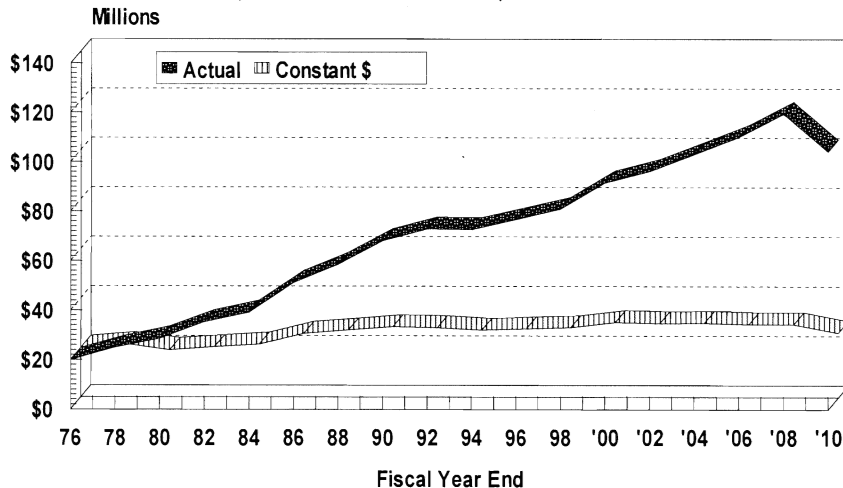


Actual average annual growth rate of 11.5%.

Constant dollar (real growth) average annual growth rate of 7.0%.

Note - during FY 1982-84, the State reduced subventions to cities which were subsequently reinstated. In 2004-05 the State replaced \$7.8 million of Motor Vehicle tax with property tax revenue.

SALES, UTILITY USERS', SECURED PROPERTY BUSINESS LICENSE, MOTOR VEHICLE, AND OCCUPANCY TAXES



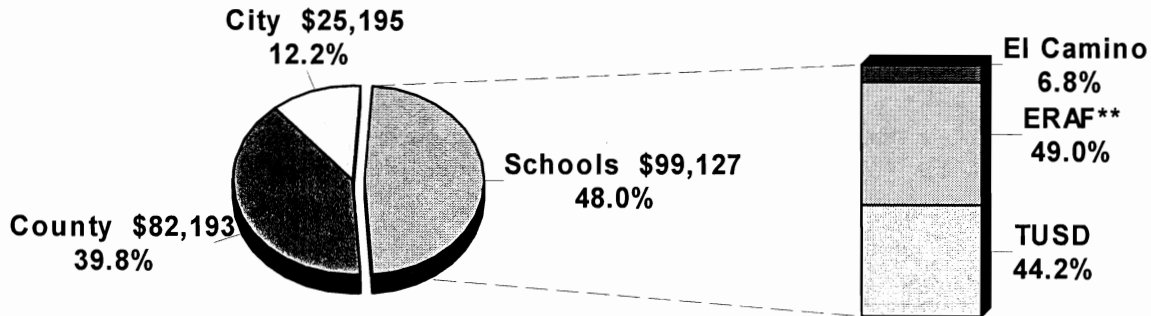
Actual average annual growth rate of 5.0%.

Constant dollars (real growth) average annual growth rate of 0.8%.

* Constant dollar figure adjusts for inflation (base year = 1976).

Secured Property Tax*

Allocation of 1% County-wide Tax Rate (in 000's)



* Secured Property Tax - levied on real properties in the City which are secured by liens on the properties.

** Education Revenue Augmentation Fund (ERAF)

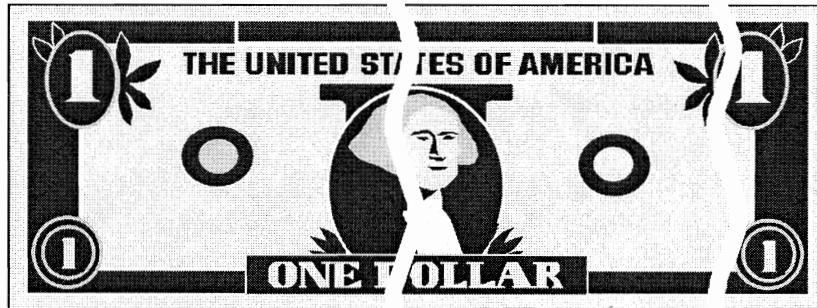
Allocation based on 2009-10 actual secured property tax of \$25,194,743.

Distribution of Property Tax

Assessed Value	= \$	341,000
County 1% rate	\$	3,410

Schools
(TUSD, El Camino, Other)
48% (\$1,637)

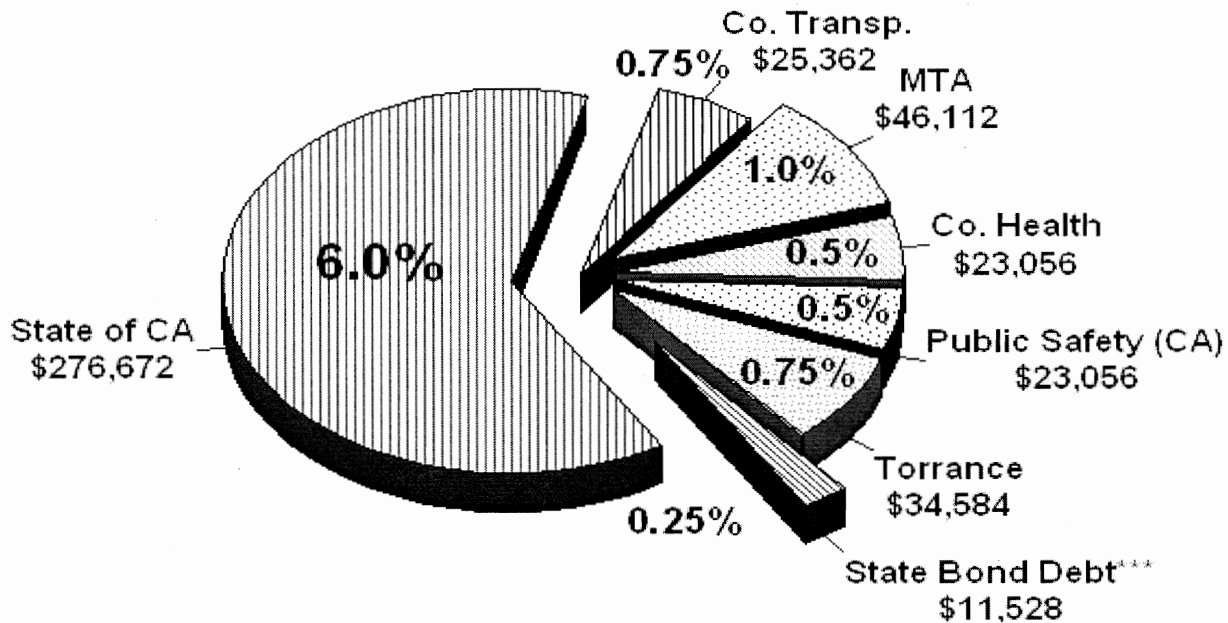
City of
Torrance
12.2% (\$416)



County
39.8% (\$1,357)

Sales Tax Allocation*

Distribution of 9.75%** L.A. County Sales Tax Rate (in 000's)



* Based on 2010-11 adopted sales tax of \$34,384,000.

** Inclusive of the 1% sales tax increase (expires 7/1/2011) and 0.5% increase resulting from Measure R, an approved LA County transit measure.

*** With the passage of Proposition 57, 1/4 cent of City sales tax is dedicated for repayment of the State's bond debt and the State provides an equal amount in additional property taxes (i.e. "Triple Flip").

NOTE - \$1,350,000 of Prop. 173 (Public Safety 1/3% sales tax) funds are budgeted for 2010-11.

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**REVENUE PROJECTION DETAIL
ENTERPRISE FUNDS**

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Airport	10,827,054	11,329,140	11,632,000	11,420,000
Transit	19,776,147	20,765,944	21,370,024	21,177,432
Water	23,902,486	23,883,121	28,879,000	29,368,155
Emergency Medical Services	8,031,138	9,532,483	10,107,459	10,868,059
Sanitation	11,053,702	11,371,076	11,254,620	11,164,620
Cultural Arts Center	2,183,379	2,096,336	2,524,785	2,009,005
Sewer	2,357,561	2,300,613	1,909,500	2,112,500
Animal Control	253,329	353,153	460,648	455,648
Parks and Recreation	7,615,995	7,594,989	8,211,790	7,939,890
Total Enterprise Funds	86,000,791	89,226,854	96,349,826	96,515,309
Airport				
Aeronautical revenues	3,616,069	4,024,591	4,033,000	4,036,000
Non-Aeronautical revenues	7,210,985	7,304,549	7,599,000	7,384,000
Total Airport Revenues	10,827,054	11,329,140	11,632,000	11,420,000
Transit				
Total Transit Revenues	19,776,147	20,765,944	21,370,024	21,177,432
Water				
Water sales	23,339,522	23,475,440	28,554,000	29,093,155
Other	562,964	407,681	325,000	275,000
Total Water Revenues	23,902,486	23,883,121	28,879,000	29,368,155
Emergency Medical Services				
Fee revenue	1,224,951	1,120,451	1,663,000	1,663,000
General fund subsidy	6,806,187	8,412,032	8,444,459	9,205,059
Total Emergency Medical Services	8,031,138	9,532,483	10,107,459	10,868,059
Sanitation				
Fee revenue	11,053,702	11,371,076	11,254,620	11,164,620
Other	-	-	-	-
Total Sanitation Revenues	11,053,702	11,371,076	11,254,620	11,164,620
Cultural Arts Center				
Fee and donation revenue	1,115,627	1,007,697	1,368,530	1,228,930
General fund subsidy	1,067,752	1,088,638	1,156,255	780,075
Total Cultural Arts Center Revenues	2,183,379	2,096,336	2,524,785	2,009,005
Sewer				
Fee revenue	1,841,621	1,846,231	1,459,500	1,712,500
Other	515,940	454,382	450,000	400,000
Total Sewer Revenues	2,357,561	2,300,613	1,909,500	2,112,500
Animal Control				
Fee revenue	191,329	181,719	222,000	222,000
General fund subsidy	62,000	171,433	238,648	233,648
Total Animal Control Revenues	253,329	353,153	460,648	455,648
Parks and Recreation				
Fee and donation revenue	4,202,184	4,154,056	4,466,040	4,656,195
General fund subsidy	3,413,811	3,440,933	3,745,750	3,283,695
Total Parks & Recreation Revenues	7,615,995	7,594,989	8,211,790	7,939,890

The Enterprise Funds are used to account for City operations that are financed and operated in a manner similar to private business enterprises. The intent of the City in using this type of fund is to see that the costs (expenses, including

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Enterprise Funds

AIRPORT

Revenues projected to remain relatively constant over the next fiscal year.
Sales tax revenues will grow as the economy recovers.

TRANSIT

Revenues projected to remain relatively constant over the next fiscal year.

WATER

Water revenues are projected to remain constant for the fiscal year. However, revenues will increase based on mandatory pass through costs from outside agencies.

EMERGENCY MEDICAL SERVICES

The increase in revenues represents an increase in General Fund subsidies for Emergency Medical Services.

SANITATION

Selected revenues are expected to remain relatively constant over the next fiscal year.

CULTURAL ARTS CENTER

Revenue reduction is primarily due to reduced transfers from the General Fund.

SEWER

The Sewer Fund revenues which are derived from water usage, is expected to remain relatively constant over the next fiscal year.

ANIMAL CONTROL

Revenues projected to remain constant for the next fiscal year.

PARKS AND RECREATION

Revenues projected to remain relatively constant over the next fiscal years.

**REVENUE PROJECTION DETAIL
INTERNAL SERVICE FUNDS**

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Fleet Services	7,528,371	7,428,492	6,228,538	6,228,538
Self Insurance	5,076,454	5,524,790	3,932,688	3,556,277
Total Internal Service Funds	<u>12,604,825</u>	<u>12,953,282</u>	<u>10,161,226</u>	<u>9,784,815</u>
Fleet Services				
Operating revenues	6,367,369	6,225,035	5,580,348	5,580,348
Non-Operating revenues and transfers in	1,161,002	1,203,457	648,190	648,190
Total Fleet Services Revenues	<u>7,528,371</u>	<u>7,428,492</u>	<u>6,228,538</u>	<u>6,228,538</u>
Self Insurance				
Operating revenues	2,857,242	2,694,794	2,402,688	2,392,777
Operating transfers in	2,219,212	2,829,996	1,530,000	1,163,500
Total Self-Insurance Revenues	<u>5,076,454</u>	<u>5,524,790</u>	<u>3,932,688</u>	<u>3,556,277</u>

The Internal Service funds are used to account for financing of goods or services provided by one City department to other departments of the City and to other

SIGNIFICANT CHANGE/PROJECTION ASSUMPTIONS - Internal Service Funds

Fleet Services Fund

This fund is projected to remain constant for fiscal year 2010-11.

Self-Insurance Fund

Workers' Compensation and Unemployment Insurance reimbursements

The decrease in this revenue source is primarily due to a reduction in General Fund transfers to the Self Insurance Fund.

**REVENUE PROJECTION DETAIL
EXTERNAL FUND and DEBT SERVICE FUNDS**

Description	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
<i>Employment and Training-JTPA</i>	110,544	-	-	-
<i>Home Improvement Employ Program</i>	304,382	366,448	368,648	364,424
<i>Section 8 Rental Assistance</i>	5,435,600	5,586,000	5,806,000	6,334,000
<i>Rehabilitation Loan Program (HCD)</i>	36,900	36,900	36,900	36,900
<i>Redevelopment Agency</i>	13,462,884	15,517,411	15,086,467	16,802,206
<i>Redev. Meadow Park Parking Lot</i>	-	-	23,850	23,850
<i>Government Cable Communications</i>	1,518,717	1,711,379	1,608,600	1,608,600
<i>Cable TV Public Access</i>	300,596	254,561	420,912	424,312
<i>Cable TV Public Educ. Government</i>	-	-	277,452	277,452
<i>Police Inmate Welfare Fund</i>	-	-	10,000	10,000
<i>Street Lighting District</i>	2,570,217	2,588,041	3,069,667	3,246,745
<i>Vanpool/Rideshare</i>	253,435	179,158	265,100	265,100
<i>Air Quality Management</i>	182,892	259,511	175,500	174,000
<i>Capital Improvements</i>	-	-	-	-
<i>Torrance Improvements Debt Service</i>	3,446,424	3,378,911	3,338,894	4,576,231
Total External Funds	27,622,591	29,878,320	30,487,990	34,143,820

REDEVELOPMENT AGENCY

Capital Project Fund	1,852,494	2,404,083	2,110,382	2,544,223
Debt Service Fund	11,610,390	13,113,328	12,976,085	14,257,983
Total Redevelopment Funds	13,462,884	15,517,411	15,086,467	16,802,206

Redevelopment Capital Project Fund

Meadow Park Redevelopment	14,823	16,315	14,916	15,583
Skypark Redevelopment	-	-	-	-
Downtown Torrance Redevelopment	32,520	185,862	356,723	349,887
Industrial Redevelopment	1,805,151	2,201,906	1,738,743	2,178,753
Total Redevelopment Revenues	1,852,494	2,404,083	2,110,382	2,544,223

Redevelopment Debt Service Fund

Skypark Redevelopment	634,050	661,724	664,333	681,005
Downtown Torrance Redevelopment	3,363,259	3,521,921	3,501,373	3,580,684
Industrial Redevelopment	7,613,081	8,929,683	8,810,379	9,996,294
Total Redevelopment Revenues	11,610,390	13,113,328	12,976,085	14,257,983

Torrance Improvements Corporation Debt Service Fund

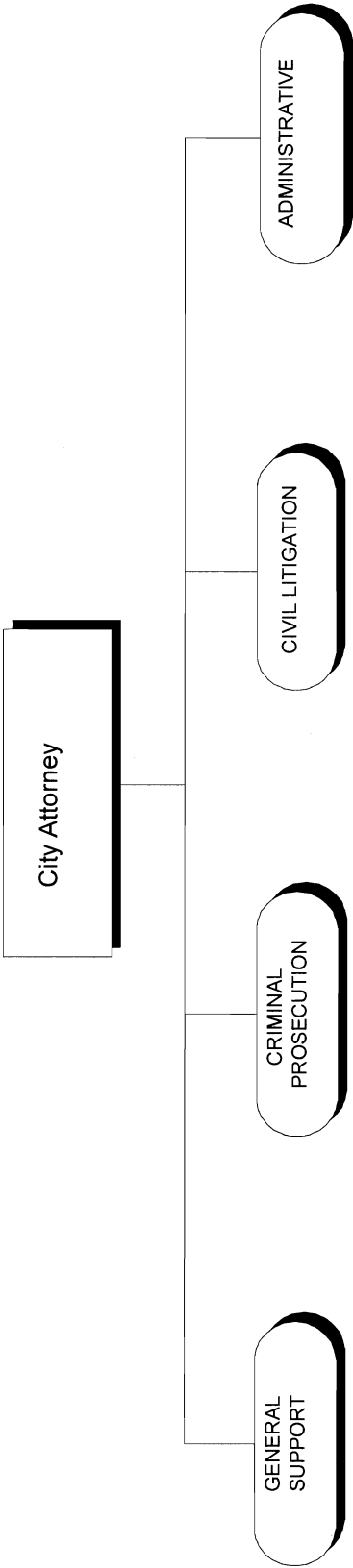
1995, 1998 & 2004A&B COP Refunding	\$3,446,424	\$3,378,911	\$3,338,894	\$4,576,231
Total Revenues	3,446,424	3,378,911	3,338,894	4,576,231

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CITY ATTORNEY

Mission Statement: To provide the City Council and City Departments with the highest quality legal services in a professional and timely manner. We are committed to serving the public fairly and justly.

DEPARTMENT ORGANIZATION



City Attorney

MISSION STATEMENT

The Office of the City Attorney will provide the City Council and City Departments with the highest quality legal services in a professional and timely manner. We are committed to serving the public fairly and justly.

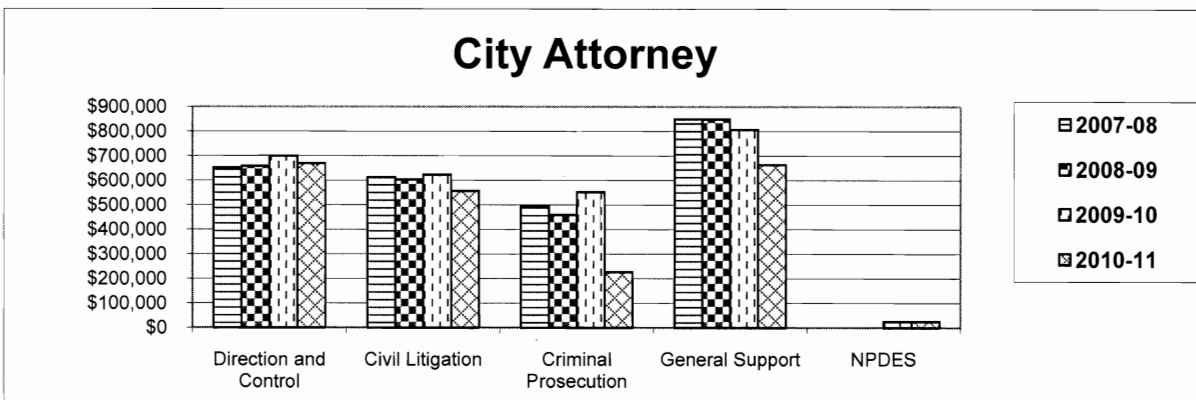
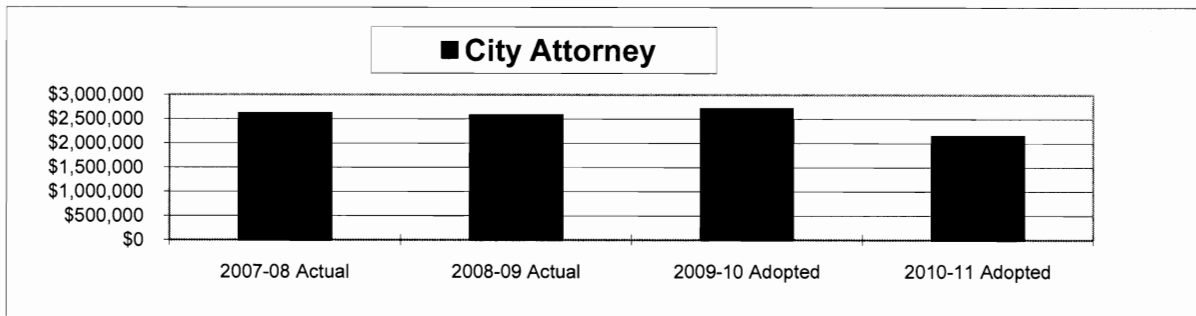
FUNCTIONAL RESPONSIBILITIES

The function of the City Attorney's Office is to advise the City Council, the City, the Redevelopment Agency, and all officers and employees in matters of law related to their offices and duties; to appear in court, or to otherwise provide legal counsel for the City officials, City employees, Redevelopment Agency officials or employees, in matters to which the City or the Agency is a party; to prepare various legal documents, ordinances, resolutions, letters or opinions for the City or the Agency; to prosecute all misdemeanors or infractions occurring within the City limits; to attend various meetings, seminars and conferences to meet with other attorneys or experts in order to stay abreast of current law, trends, problems and processes to protect the City, the Agency and officers and employees, and to better advise them.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Direction and Control	\$ 651,933	\$ 658,237	\$ 699,351	\$ 669,718
Civil Litigation	613,157	603,918	623,097	557,002
Criminal Prosecution	494,327	459,309	552,127	226,717
General Support	849,661	849,451	807,011	664,248
Nat. Pol. Disch. Elim. System (NPDES)	-	-	25,000	25,000
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,706,586	\$ 2,142,685
General Fund Revenues	\$ -	\$ -	\$ -	\$ -

EXPENDITURES

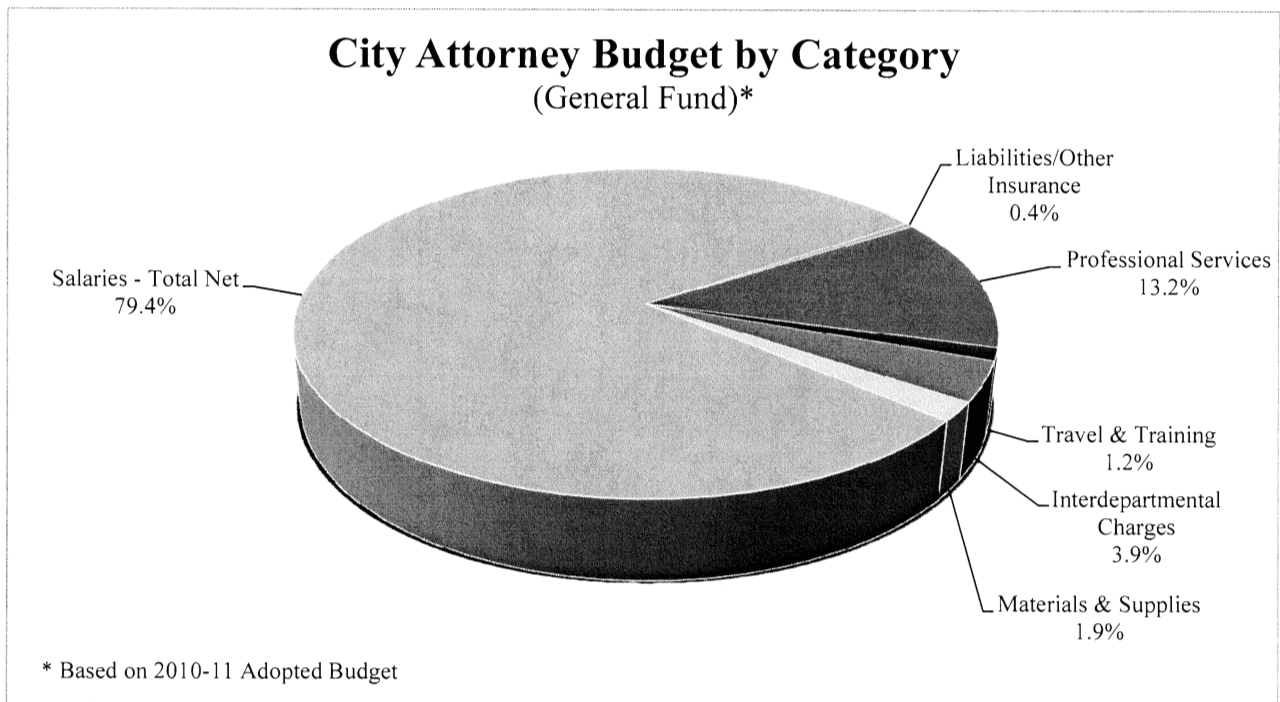


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,251,397	\$ 2,290,694	\$ 2,389,208	\$ 1,787,162
Overtime	1,855	1,012	7,400	6,546
Salaries - Total	2,253,252	2,291,706	2,396,608	1,793,708
Salaries - Reimbursements	(90,569)	(99,918)	(97,339)	(93,251)
Salaries - Labor Charges	55	-	-	-
Salaries - Total Net	2,162,738	2,191,788	2,299,269	1,700,457
Supplies and Services	446,340	379,127	407,317	442,228
Capital Outlay	-	-	-	-
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,706,586	\$ 2,142,685

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	2,253,308	2,291,707	2,396,608	1,793,708
Salary & Benefit Reimbursements	(90,569)	(99,918)	(97,339)	(93,251)
Materials, Supplies and Maintenance	33,859	32,032	40,344	39,960
Professional Services/Contracts	280,505	219,719	236,914	282,707
Travel, Training & Membership Dues	27,783	22,444	26,234	26,234
Liabilities & Other Insurance	4,090	4,090	9,505	9,505
Interdepartmental Charges	50,937	60,765	56,482	52,830
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	49,165	40,076	37,838	30,992
General Fund Total	\$ 2,609,078	\$ 2,570,915	\$ 2,706,586	\$ 2,142,685



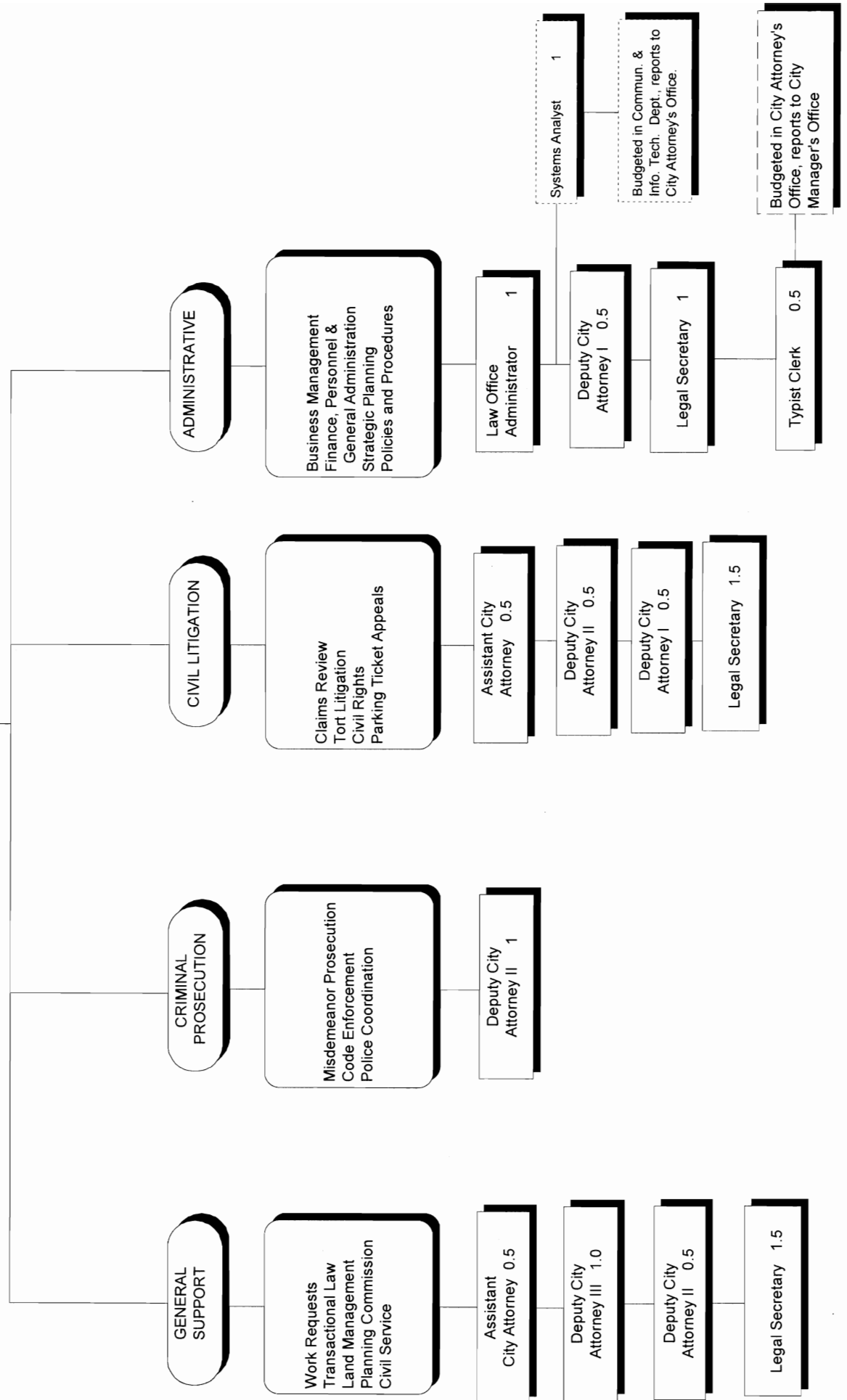
**CITY ATTORNEY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
City Attorney	1.0	1.0	1.0	1.0
Assistant City Attorney	1.0	1.0	1.0	1.0
Law Office Administrator	1.0	1.0	1.0	1.0
Deputy City Attorney III	2.0	2.0	2.0	1.0
Deputy City Attorney II	3.0	3.0	3.0	2.0
Deputy City Attorney I	0.5	0.5	0.5	1.0
Legal Secretary	5.0	5.0	5.0	4.0
Typist Clerk	0.5	0.5	0.5	0.5
Total	14.0	14.0	14.0	11.5

CITY ATTORNEY	
No. of Employees = 11.5 Work Years	

City Council
City Attorney 1

Functional Organizational Chart

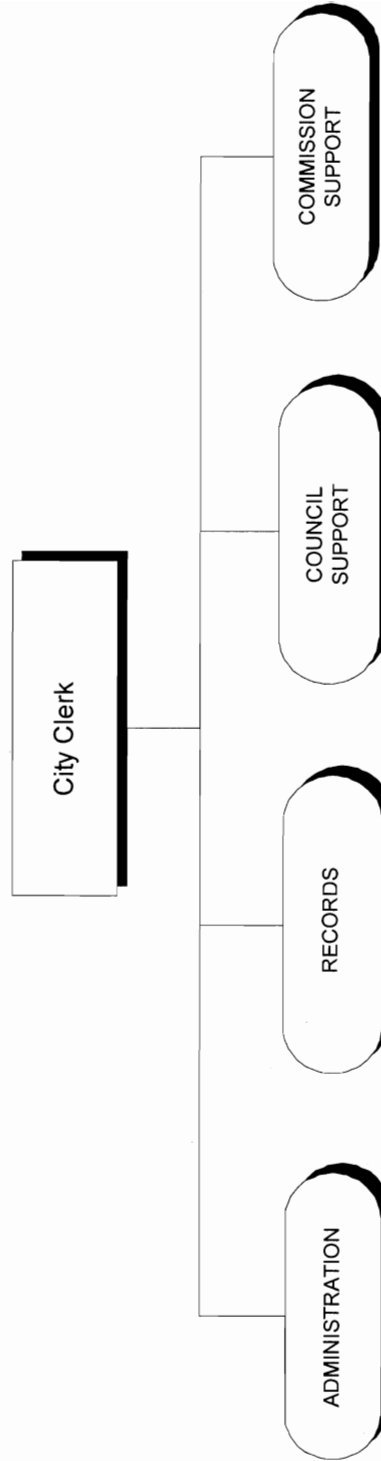


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CITY CLERK

Mission Statement: To serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

DEPARTMENT ORGANIZATION



City Clerk

MISSION STATEMENT

The mission of the City Clerk's Office is to serve the citizens of Torrance by maintaining the official records of the City and making them readily accessible to all; to conduct fair and impartial municipal elections; and to promote increased involvement in the processes of government.

FUNCTIONAL RESPONSIBILITIES

The City Clerk is the custodian of City records and keeper of the City Seal. The City Clerk is the agent for service of legal process on the City and accepts claims in actions against the City, administers oaths or affirmations, takes affidavits or depositions in actions pertaining to affairs of the City, and serves as Clerk of the City Council. The City Clerk is elected by the people and is responsible to the voters. The City Clerk is the City's Election Officer and as such conducts municipal elections and provides voter registration. The City Clerk's Office also provides minute secretarial services for City Council and advisory commission meetings, maintenance of the Municipal Code and conducts the opening of all formal City bids.

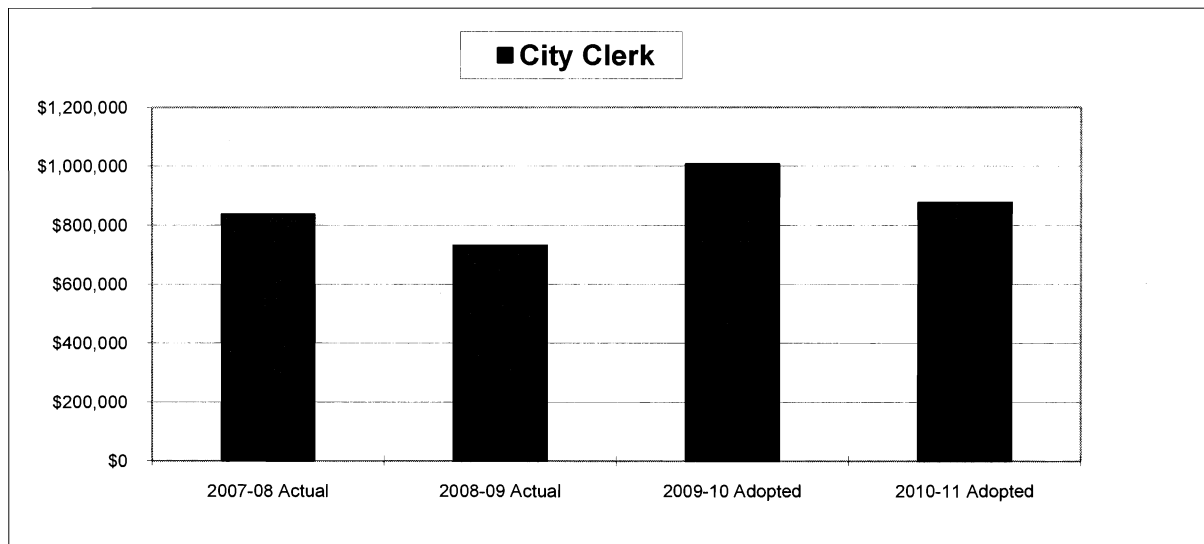
DEPARTMENT BUDGET SUMMARY

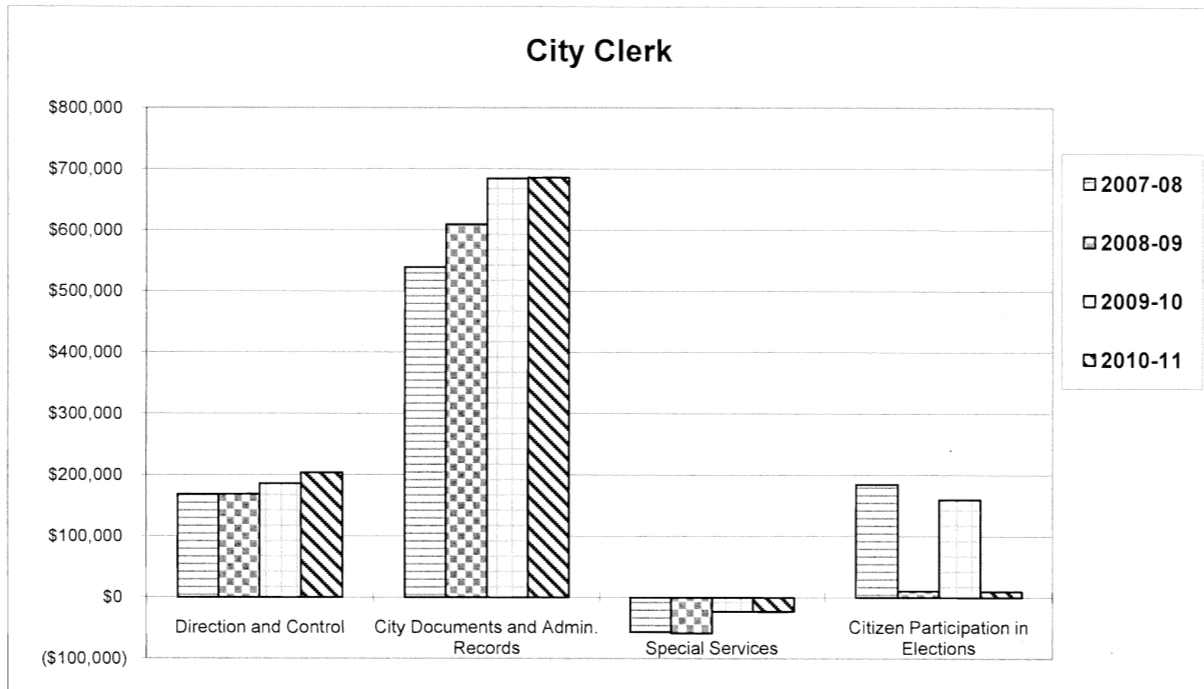
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Direction and Control	\$ 168,174	\$ 168,610	\$ 185,892	\$ 203,892
City Documents and Admin. Records	539,724	609,717	684,818	686,053
Special Services	(56,234)	(58,256)	(23,300)	(23,300)
Citizen Participation in Elections *	185,197	10,824	160,000	10,000
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,007,410	\$ 876,645
General Fund Revenues	\$ 26,393	\$ 10,050	\$ 15,500	\$ 15,500

Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements.

* Elections are held on the first Tuesday in June on even numbered years.

EXPENDITURES





Note - reimbursements for minute secretary flat rate costs reflect anticipated expenditures that currently exceed budgeted costs.

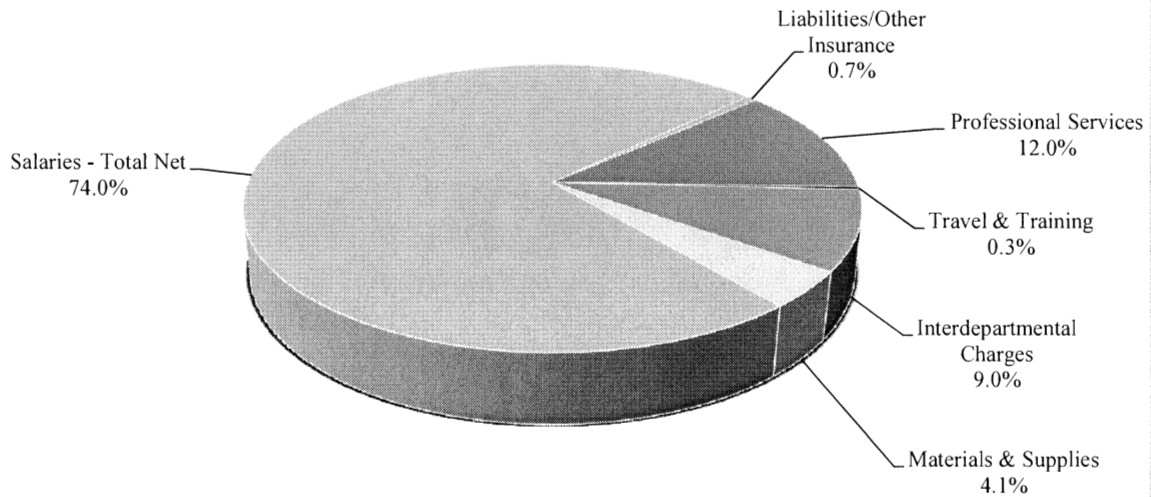
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 672,620	\$ 695,218	\$ 791,244	\$ 817,944
Overtime	-	829	2,200	2,100
Salaries - Total	682,147	706,396	793,444	820,044
Salaries - Reimbursements	(171,700)	(171,700)	(171,700)	(171,700)
Salaries - Labor Charges	220	-	-	-
Salaries - Total Net	510,667	534,696	621,744	648,344
Supplies and Services	326,194	196,199	385,666	228,301
Capital Outlay	-	-	-	-
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,007,410	\$ 876,645

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 682,367	\$ 706,396	\$ 793,444	\$ 820,044
Salary & Benefit Reimbursements	(171,700)	(171,700)	(171,700)	(171,700)
Materials, Supplies and Maintenance	23,819	26,585	36,452	36,352
Professional Services/Contracts	237,721	76,441	254,914	104,914
Travel, Training & Membership Dues	2,458	1,628	2,692	2,692
Liabilities & Other Insurance	2,454	2,454	5,703	5,703
Interdepartmental Charges	45,377	72,947	72,110	67,585
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfer Out	14,365	16,144	13,795	11,055
General Fund Total	\$ 836,861	\$ 730,895	\$ 1,007,410	\$ 876,645

City Clerk Budget by Category (General Fund)*

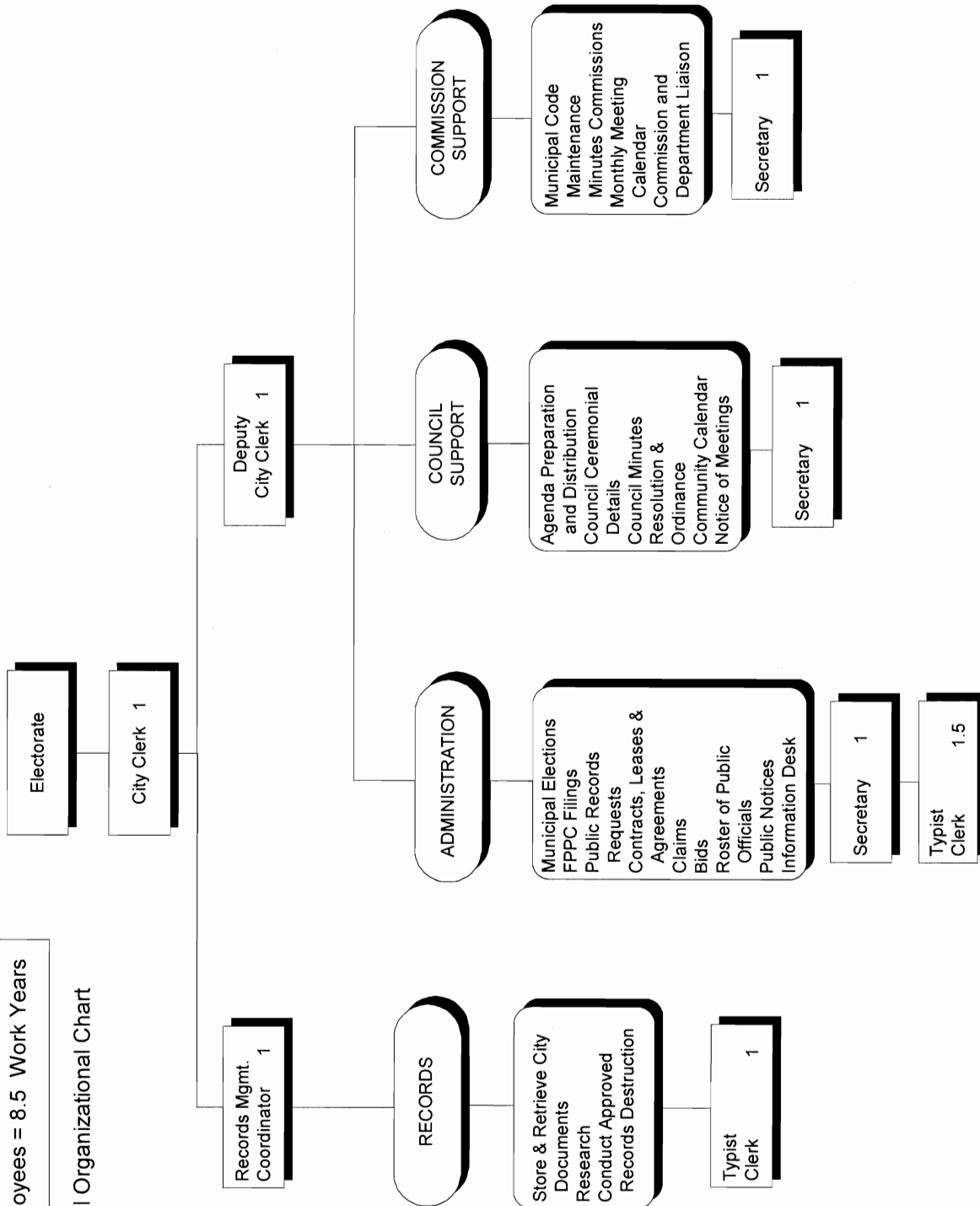


* Based on 2010-11 Adopted Budget.

CITY CLERK DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Proposed	2010-11 Adopted
City Clerk	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	1.0	1.0
Secretary	3.0	3.0	3.0	3.0
Typist Clerk	2.5	2.5	2.5	2.5
Total	8.5	8.5	8.5	8.5

CITY CLERK
No. of Employees = 8.5 Work Years



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City Council

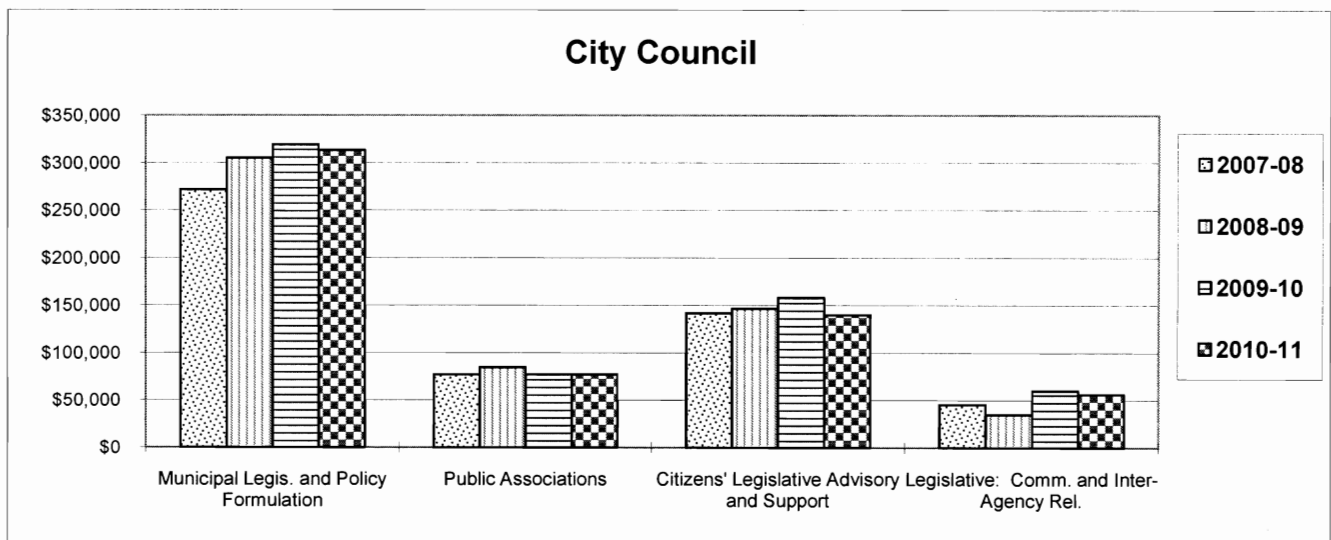
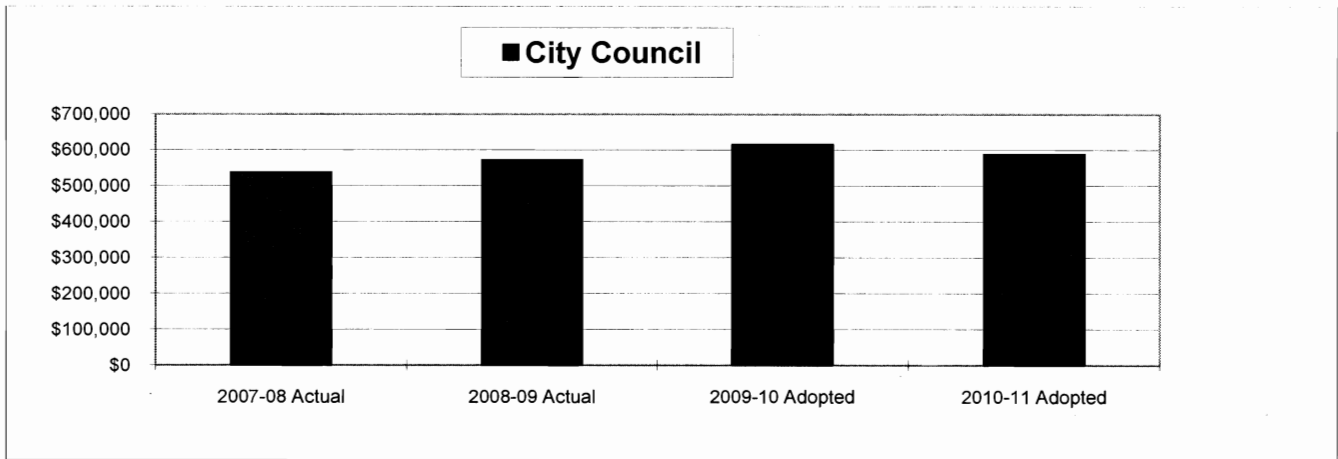
FUNCTIONAL RESPONSIBILITIES

The City Council consists of Mayor and six Council members who are elected by the citizens of Torrance. They serve as representatives at large to establish policy, levy taxes, secure revenues, authorize expenditures, adopt an annual budget and conduct weekly City Council meetings and various workshops and committee meetings.

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Municipal Legis. and Policy Formulation	\$ 272,009	\$ 305,174	\$ 319,398	\$ 313,313
Public Associations	77,302	84,700	77,356	77,356
Citizens' Legislative Advisory and Support	142,031	146,751	158,063	140,263
Legislative: Comm. and Inter-Agency Rel.	45,449	34,981	60,287	56,311
General Fund Total	\$ 536,791	\$ 571,606	\$ 615,104	\$ 587,243
General Fund Revenues	\$ -	\$ 468	\$ -	\$ -

EXPENDITURES



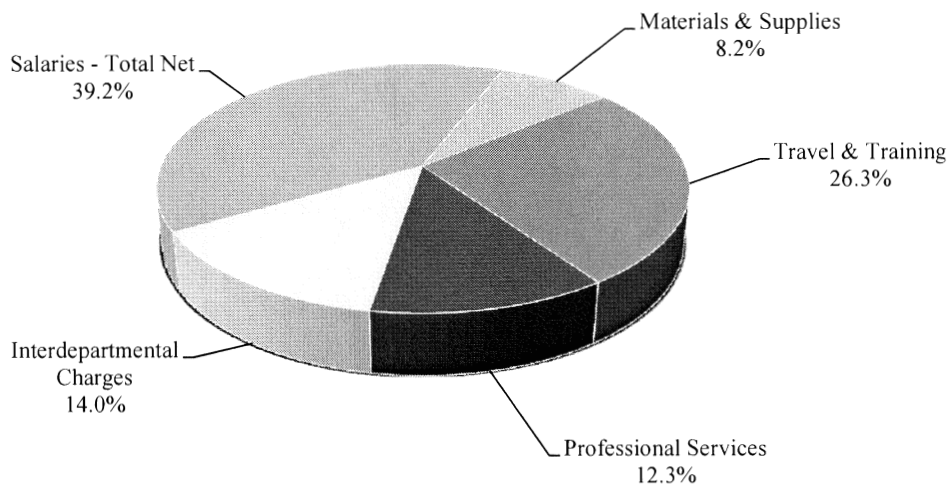
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 143,340	\$ 83,154	\$ 138,900	\$ 137,600
Overtime	-	-	-	-
Salaries - Total	143,340	83,154	138,900	137,600
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	64,100	131,400	92,600	92,600
Salaries - Total Net	207,440	214,554	231,500	230,200
Supplies and Services	329,351	357,052	383,604	357,043
Capital Outlay	-	-	-	-
General Fund Total	\$ 536,791	\$ 571,606	\$ 615,104	\$ 587,243

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 207,440	\$ 214,554	\$ 231,500	\$ 230,200
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	36,502	35,996	48,016	48,016
Professional Services/Contracts	100,092	88,756	92,200	72,200
Travel, Training & Membership Dues	136,686	145,662	156,098	154,722
Liabilities & Other Insurance	-	-	-	-
Interdepartmental Charges	47,789	82,302	82,954	77,811
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	8,282	4,336	4,336	4,294
General Fund Total	\$ 536,791	\$ 571,606	\$ 615,104	\$ 587,243

City Council Budget by Category (General Fund)*

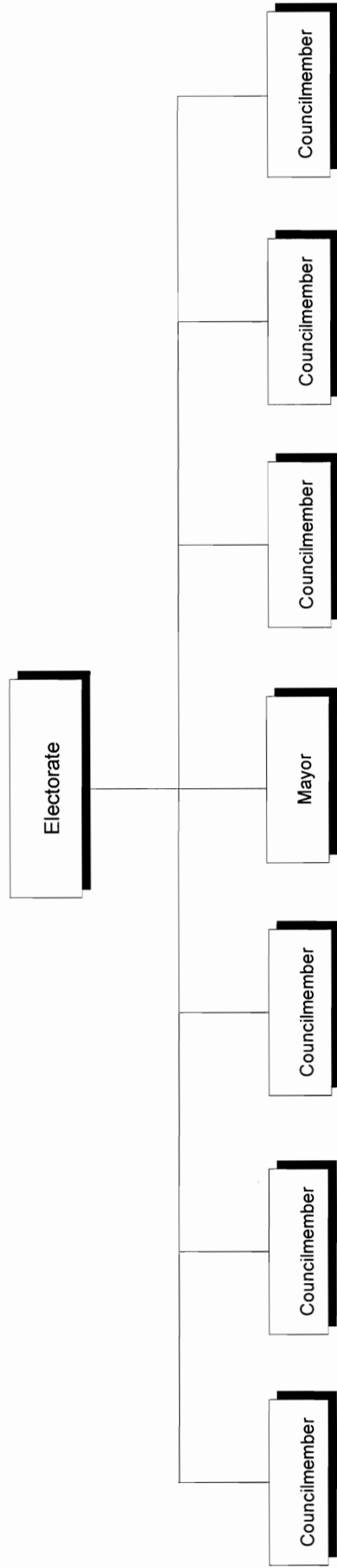


* Based on 2010-11 Adopted Budget.

CITY COUNCIL DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	Original 2010-11 Adopted
Mayor	1.0	1.0	1.0	1.0
Councilmember	6.0	6.0	6.0	6.0
Total	7.0	7.0	7.0	7.0

CITY COUNCIL
No. of Employees = 7 Work Years

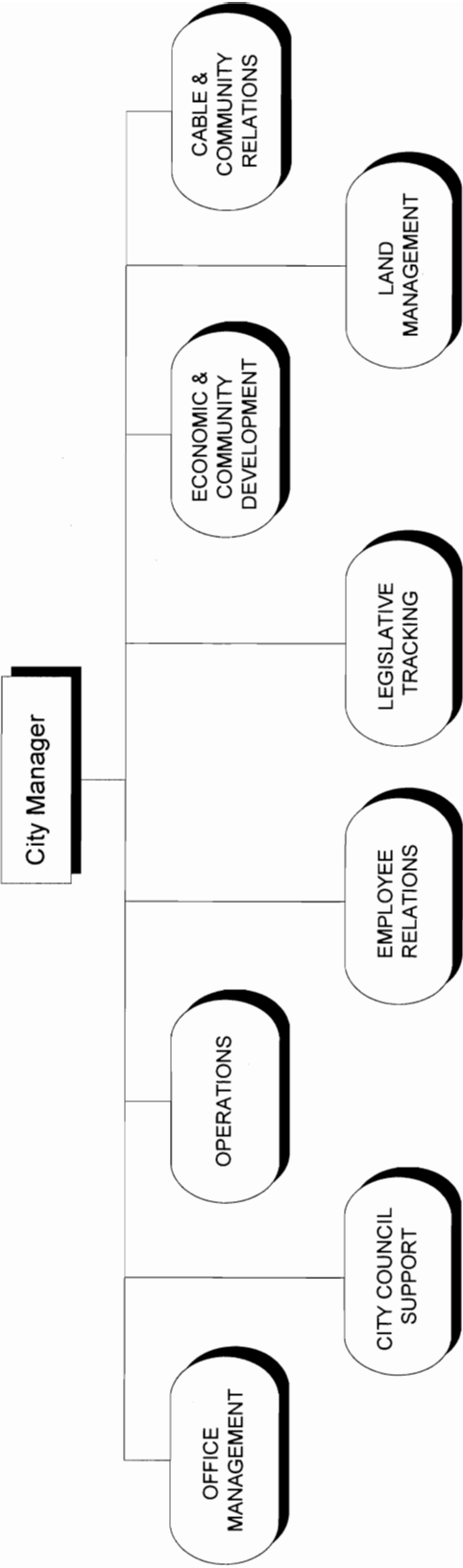


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CITY MANAGER

Mission Statement: To guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

DEPARTMENT ORGANIZATION



City Manager

MISSION STATEMENT

The mission of the City Manager and the City Manager's Office is to guide and coordinate the efforts of the City departments in carrying out the policies formulated by the City Council. The City Manager's goal is to develop and implement a strategic plan that provides a maximum quality of life for the residents of the community at the optimum cost, and to facilitate the implementation of the City's mission statement, General Plan, and the priorities of the Strategic Plan. The City Manager also directs the activities of the Cable Television Division and manages the community relations efforts of the City.

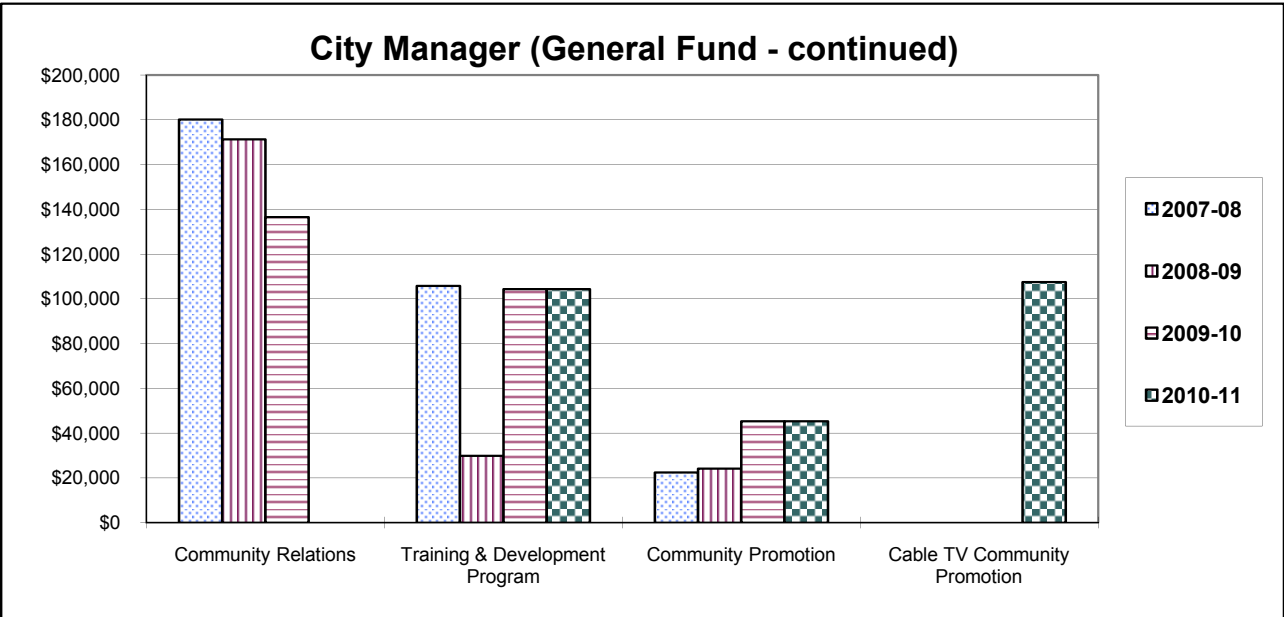
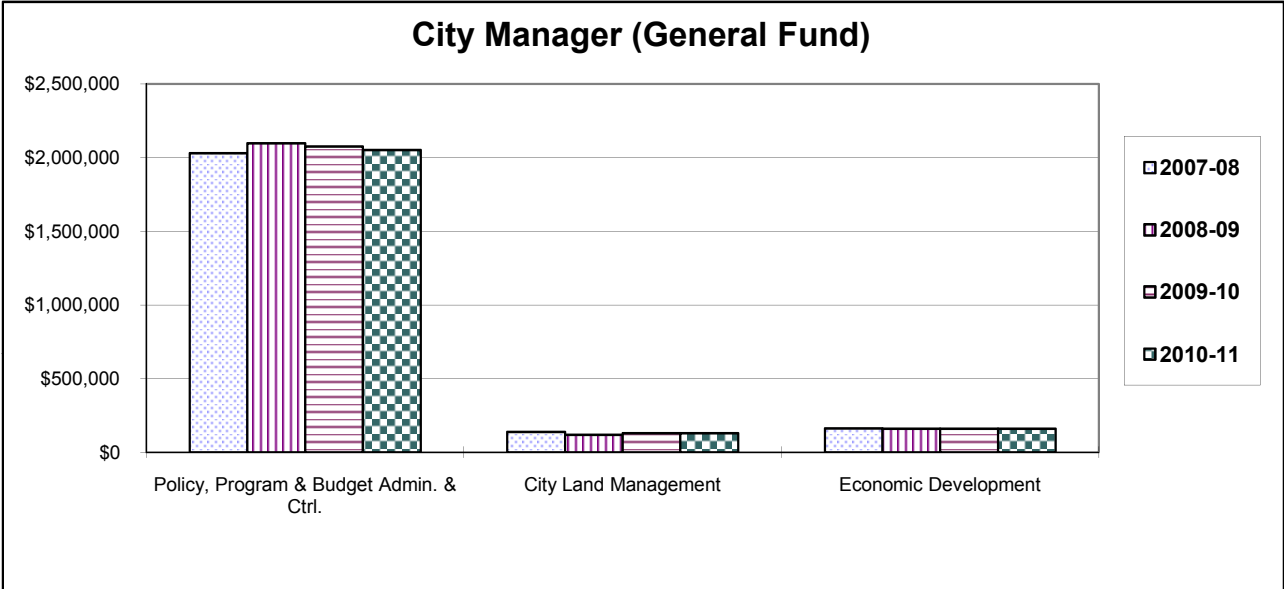
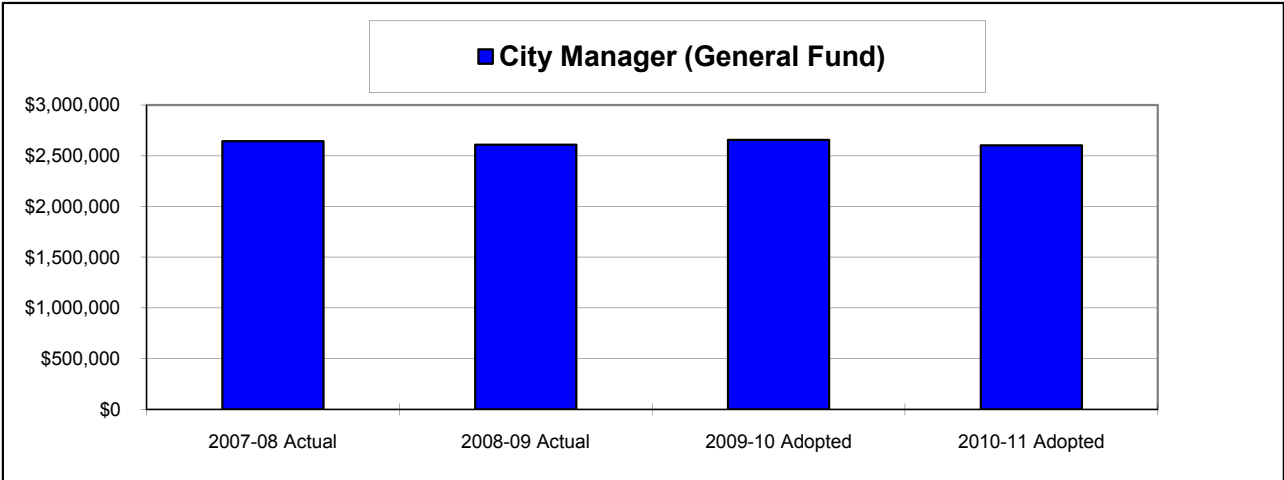
FUNCTIONAL RESPONSIBILITIES

The function of the City Manager's office is to manage all municipal activities as provided by the City Charter; to advise the City Council on the City's financial and capital improvement needs and other municipal matters; to ensure enforcement of all City laws and ordinances; to manage the City's properties; to submit a balanced budget; to direct all City departments; to appoint department heads and authorize appointment of all other employees of the City; to direct the City's capital improvement programs; to inform the public of City activities and services through various media; and to represent management in employer-employee relations matters. The City Manager's office is the focal point for economic and community development. It is also Chief Executive of the City's Redevelopment Agency.

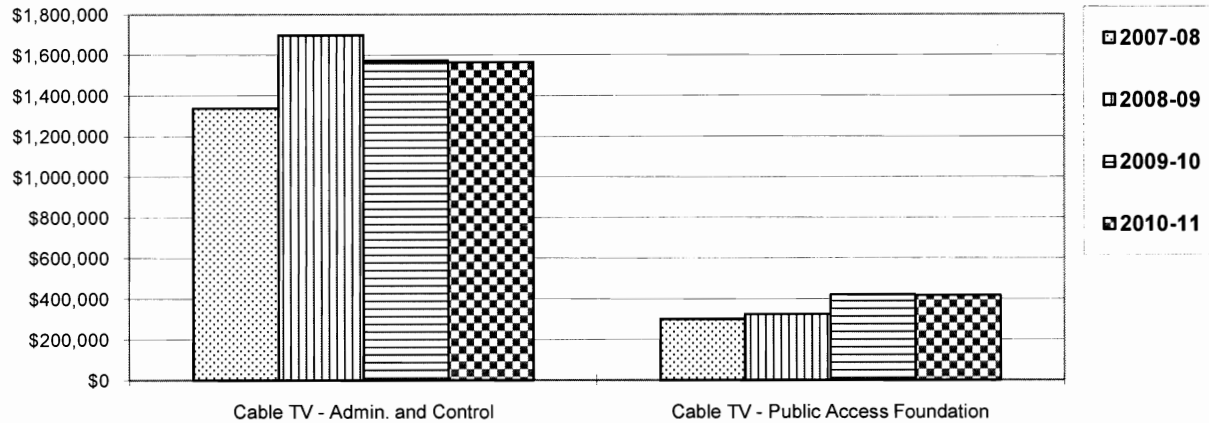
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund:				
Policy, Program & Budget Admin. & Ctrl.	\$ 2,032,237	\$ 2,098,766	\$ 2,077,325	\$ 2,053,941
City Land Management	140,878	121,301	131,250	130,550
Economic Development	162,736	162,619	161,500	161,400
Community Relations	180,218	171,282	136,516	-
Training & Development Program	105,825	29,948	104,483	104,424
Community Promotion	259,683	354,427	359,122	136,622
Cable TV Community Relations	-	-	-	107,516
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,970,196	\$ 2,694,453
General Fund Revenues	\$ 24,646	\$ 62,828	\$ 20,500	\$ 10,500
Externally Funded:				
Cable TV - Admin. and Control	\$ 1,338,241	\$ 1,697,411	\$ 1,572,594	\$ 1,565,155
Cable TV - Public Access Foundation	300,597	324,472	420,312	417,617
Externally Funded Total	\$ 1,638,838	\$ 2,021,883	\$ 1,992,906	\$ 1,982,772
Externally Funded Revenues				
Cable TV - Admin. and Control	\$ 1,518,717	\$ 1,711,379	\$ 1,608,600	\$ 1,608,600
Cable TV - Public Access Foundation	181,075	254,561	420,912	424,312
Cable TV - Public Educational Government	-	-	277,452	277,452
Externally Funded Revenues Total	\$ 1,699,792	\$ 1,965,940	\$ 2,306,964	\$ 2,310,364

EXPENDITURES



City Manager (Externally Funded)



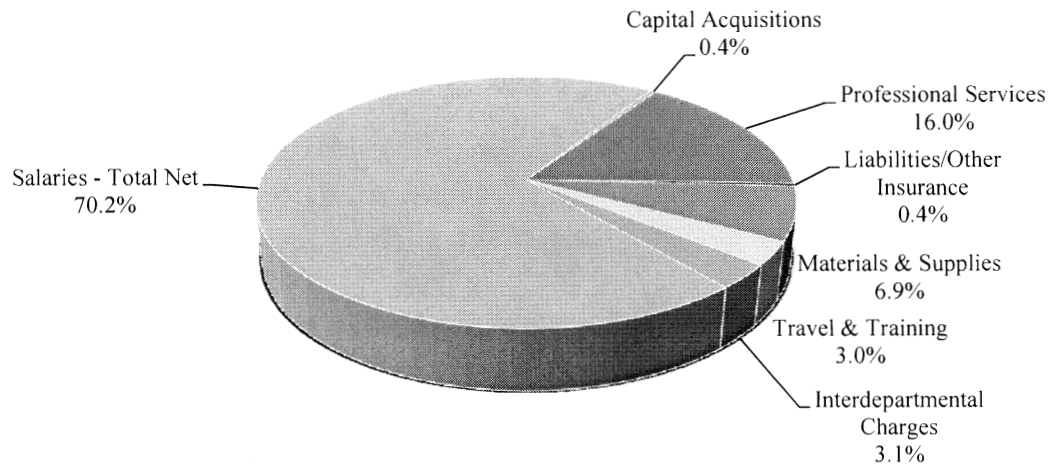
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,029,957	\$ 2,083,401	\$ 2,079,969	\$ 2,047,148
Overtime	30,285	30,213	-	19,821
Salaries - Total	2,060,242	2,113,614	2,079,969	2,066,969
Salaries - Reimbursements	(204,400)	(222,096)	(215,589)	(215,521)
Salaries - Labor Charges	550	17,977	54,400	54,400
Salaries - Total Net	1,856,392	1,909,495	1,918,780	1,905,848
Supplies and Services	1,018,211	1,022,053	1,060,916	798,105
Capital Outlay	6,974	6,795	11,500	11,500
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,991,196	\$ 2,715,453

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 2,060,792	\$ 2,131,591	\$ 2,134,369	\$ 2,121,369
Salary & Benefit Reimbursements	(204,400)	(222,096)	(215,589)	(215,521)
Materials, Supplies and Maintenance	80,181	143,513	218,146	187,646
Professional Services/Contracts	625,321	622,065	655,716	434,716
Travel, Training & Membership Dues	151,404	61,857	85,356	80,856
Liabilities & Other Insurance	4,399	4,399	10,175	10,175
Interdepartmental Charges	53,461	78,474	76,255	71,578
Capital Acquisitions	6,974	6,795	11,500	11,500
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	103,445	111,745	15,268	13,134
General Fund Total	\$ 2,881,577	\$ 2,938,343	\$ 2,991,196	\$ 2,715,453

City Manager Budget by Category (General Fund) *



* Based on 2010-11 Adopted Budget.

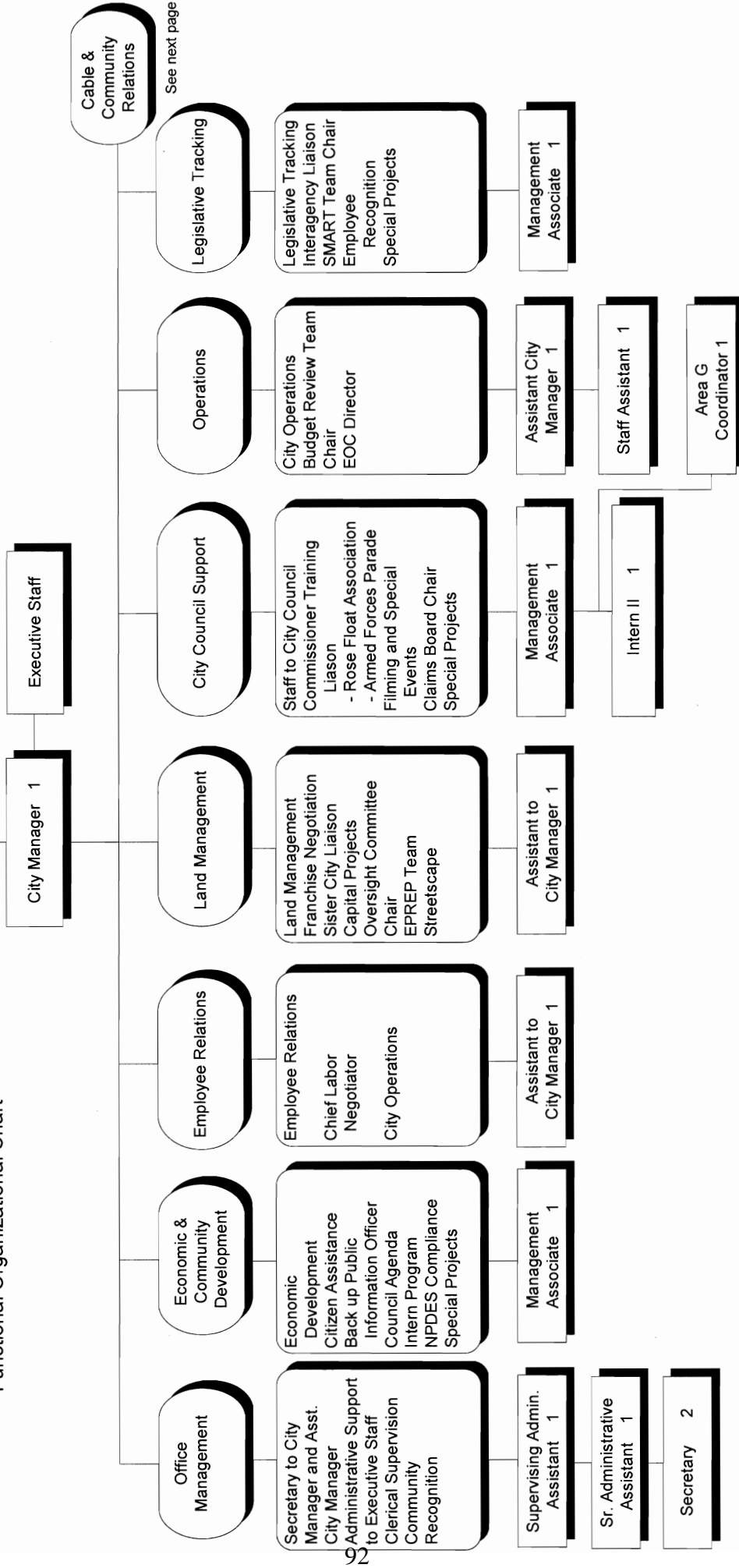
CITY MANAGER DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
City Manager	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	1.0	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0
Management Associate	3.0	3.0	3.0	3.0
Area G Executive Director	1.0	1.0	1.0	1.0
Supervising Administrative Assistant	-	-	-	1.0
Senior Administrative Assistant	-	-	-	1.0
Administrative Secretary	2.0	2.0	2.0	-
Staff Assistant	1.0	1.5	1.0	1.0
Secretary	2.0	2.0	2.0	2.0
Intern	2.0	2.0	2.0	1.0
Total General Fund	15.0	15.5	15.0	14.0
Cable Television:				
Cable and Community Relations Manager	1.0	1.0	1.0	1.0
Operations Assistant	3.0	3.0	3.0	3.0
Production Supervisor	1.0	1.0	1.0	1.0
Producer/Writer	1.0	1.0	1.0	1.0
Assistant Producer/Writer	1.0	1.0	1.0	1.0
Production Assistant	4.5	4.5	4.5	4.5
Cable TV Announcer	1.8	1.8	1.8	1.8
Staff Assistant	1.0	1.0	1.0	1.0
Intern	1.0	1.0	1.0	1.0
Secretary	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0
Total Cable Television Fund	17.3	17.3	17.3	17.3
Department Total	32.3	32.8	32.3	31.3

Note - City Council's Staff Assistant is included in City Manager's personnel summary.

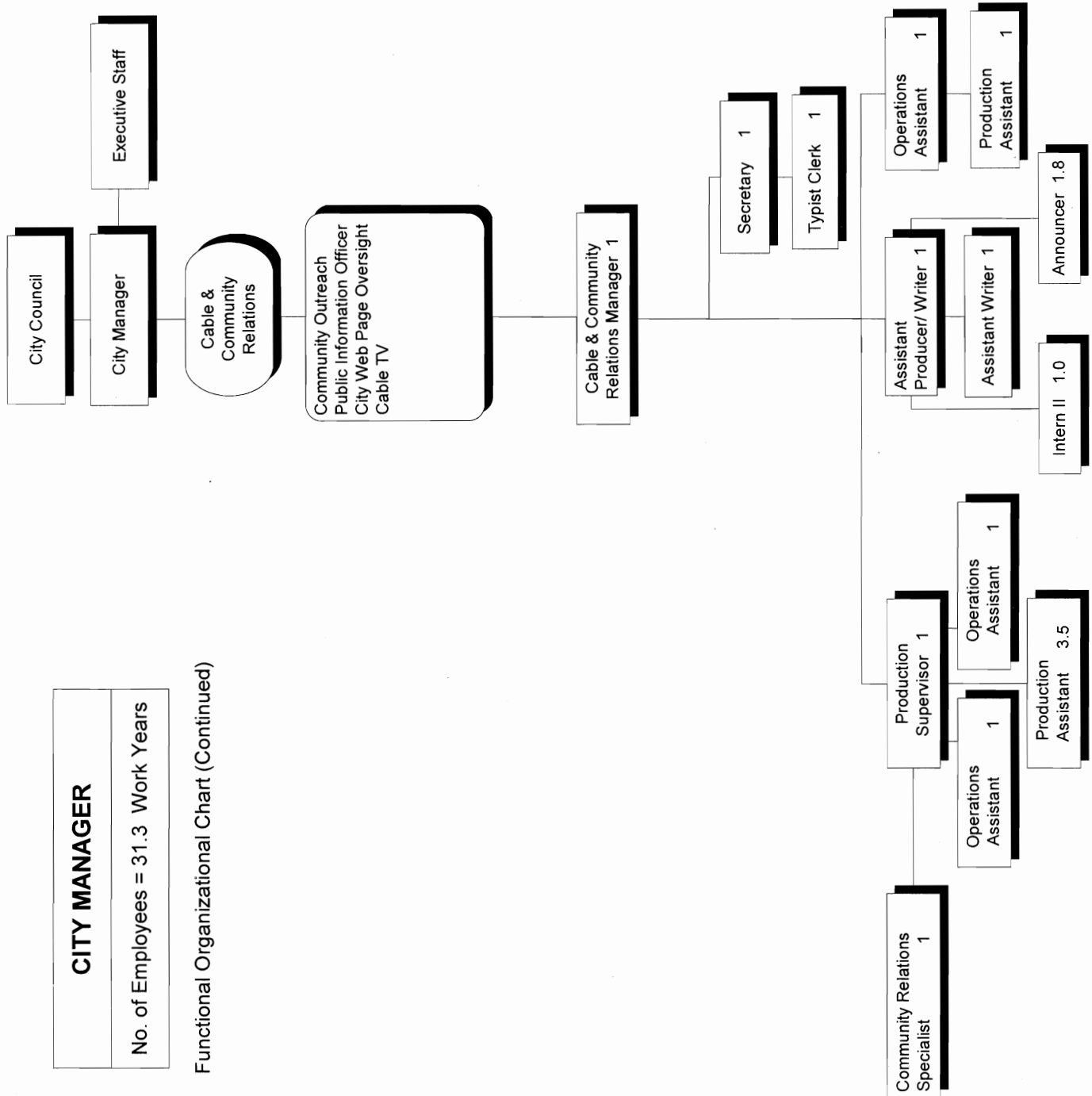
CITY MANAGER	
No. of Employees = 31.3	Work Years

Functional Organizational Chart



CITY MANAGER
No. of Employees = 31.3 Work Years

Functional Organizational Chart (Continued)

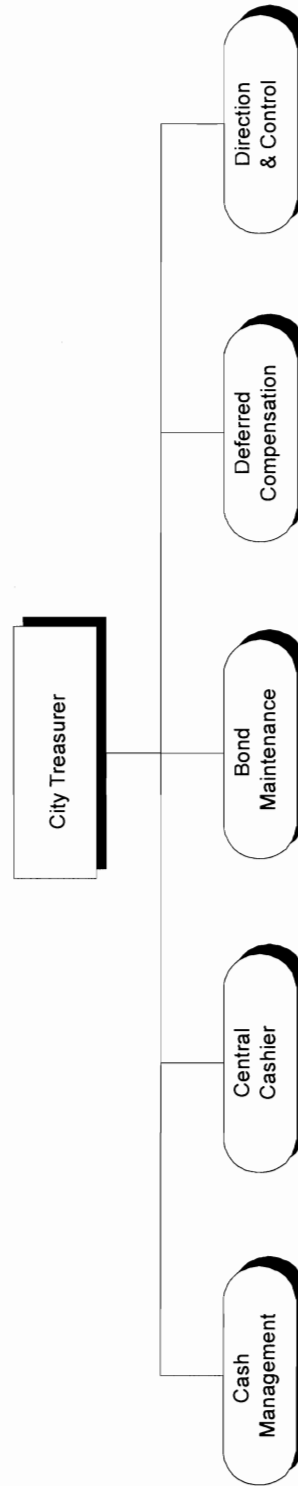


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CITY TREASURER

Mission Statement: To be responsible to the electorate for overseeing the custody and safekeeping of all City funds and for the investment of surplus cash in accordance with the City's investment policy.

DEPARTMENT ORGANIZATION



City Treasurer

MISSION STATEMENT

The Office of the City Treasurer is responsible to the electorate for overseeing the custody and safekeeping of all City funds; and for the investment of surplus cash in accordance with the City's investment policy.

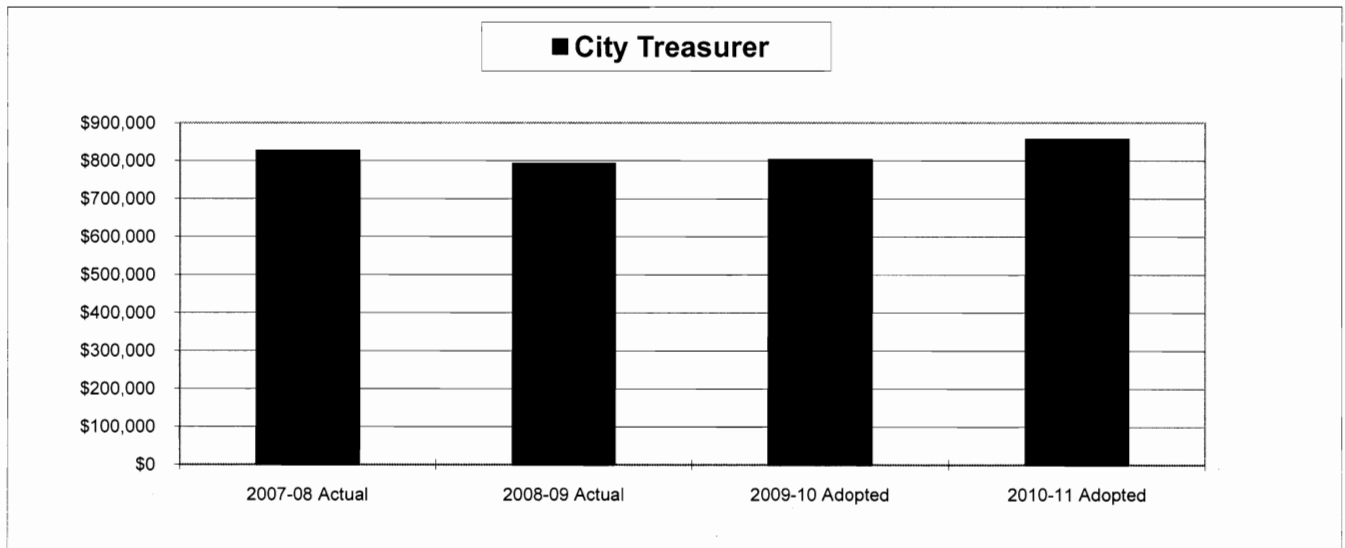
FUNCTIONAL RESPONSIBILITIES

The function of the City Treasurer's Office is to be responsible for the collection of all City monies and the deposit of all cash receipts in duly authorized banks; to maintain and balance records of receipts and disbursements; to maintain a computer fund balance report monthly in cooperation with the Finance Director; to responsibly invest City monies through secured, approved methods; to prepare for submission to the legislative body monthly investment reports in demonstration of compliance with published investment policies; to keep and monitor as to sufficiency for both active and inactive deposit accounts, records for collateral pledged by banks as security for municipal monies; to provide for the maintenance of bond registers, billing, receipts, transfers and disbursements relative to bond administration. The Treasurer's Office disburses petty cash to departments, receives and disburses bail monies, and acts as administrator of the City's deferred compensation program.

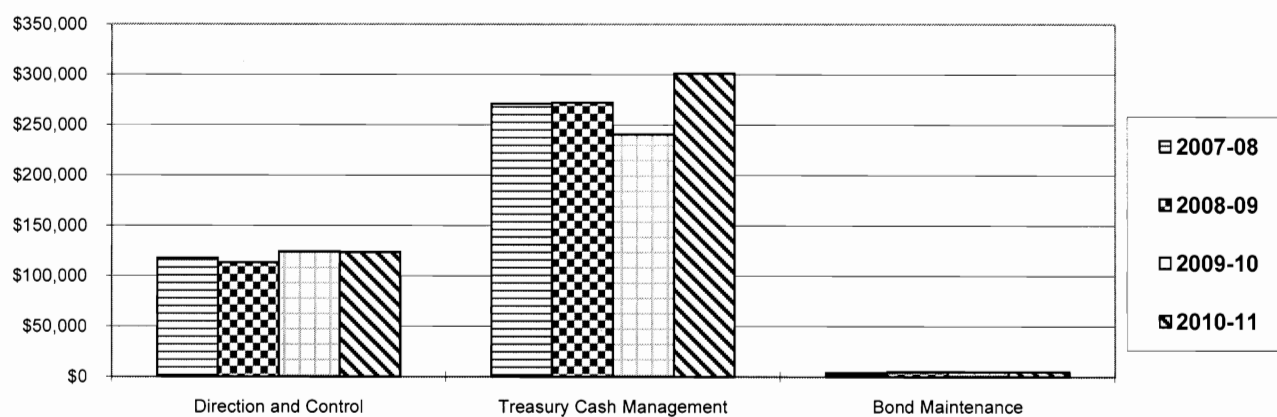
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Direction and Control	\$ 117,677	\$ 113,362	\$ 124,185	\$ 123,507
Treasury Cash Management	271,154	272,099	240,603	301,205
Bond Maintenance	4,147	4,921	5,146	4,888
Central Cashiering	313,260	277,835	297,794	292,532
Deferred Compensation Administration	119,690	123,694	134,288	134,182
General Fund Total	\$ 825,928	\$ 791,911	\$ 802,016	\$ 856,314
General Fund Revenues	\$ -	\$ -	\$ -	\$ -

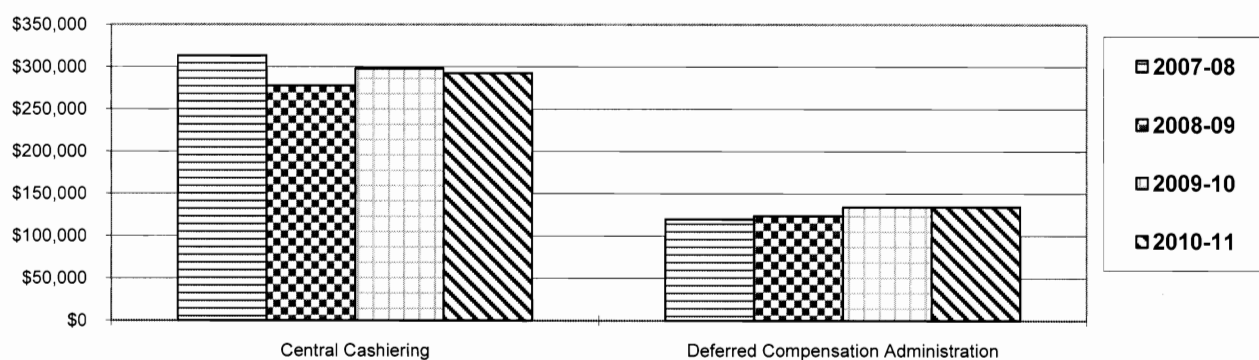
EXPENDITURES



City Treasurer



City Treasurer (continued)

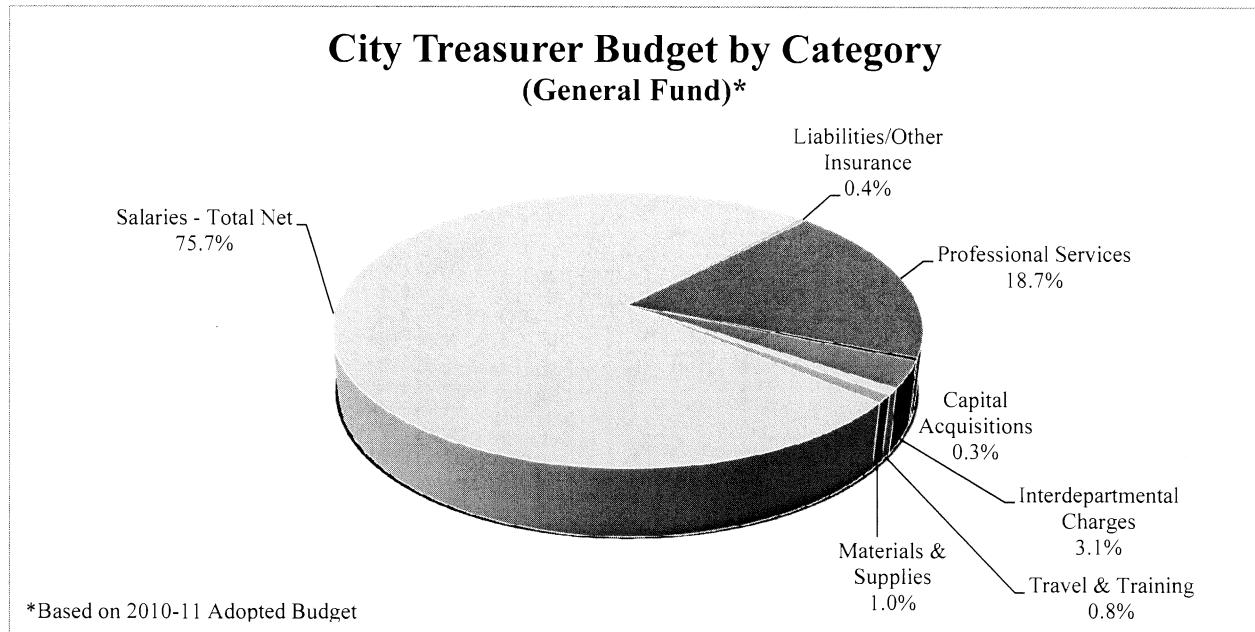


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 643,316	\$ 610,253	\$ 650,963	\$ 647,863
Overtime	-	36	-	-
Salaries - Total	643,316	610,289	650,963	647,863
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	165	-	-	-
Salaries - Total Net	643,481	610,289	650,963	647,863
Supplies and Services	182,447	181,622	148,087	205,485
Capital Outlay	-	-	2,966	2,966
General Fund Total	\$ 825,928	\$ 791,911	\$ 802,016	\$ 856,314

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 643,481	\$ 610,289	\$ 650,963	\$ 647,863
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	7,537	6,546	8,253	8,253
Professional Services/Contracts	137,423	138,369	100,166	160,166
Travel, Training & Membership Dues	5,567	3,833	6,490	6,490
Liabilities & Other Insurance	1,636	1,636	3,802	3,802
Interdepartmental Charges	20,684	25,099	22,837	21,393
Capital Acquisitions	-	-	2,966	2,966
Reimbursements from Other Funds	-	-	-	-
Operating Transfer Out	9,600	6,139	6,539	5,381
General Fund Total	\$ 825,928	\$ 791,911	\$ 802,016	\$ 856,314

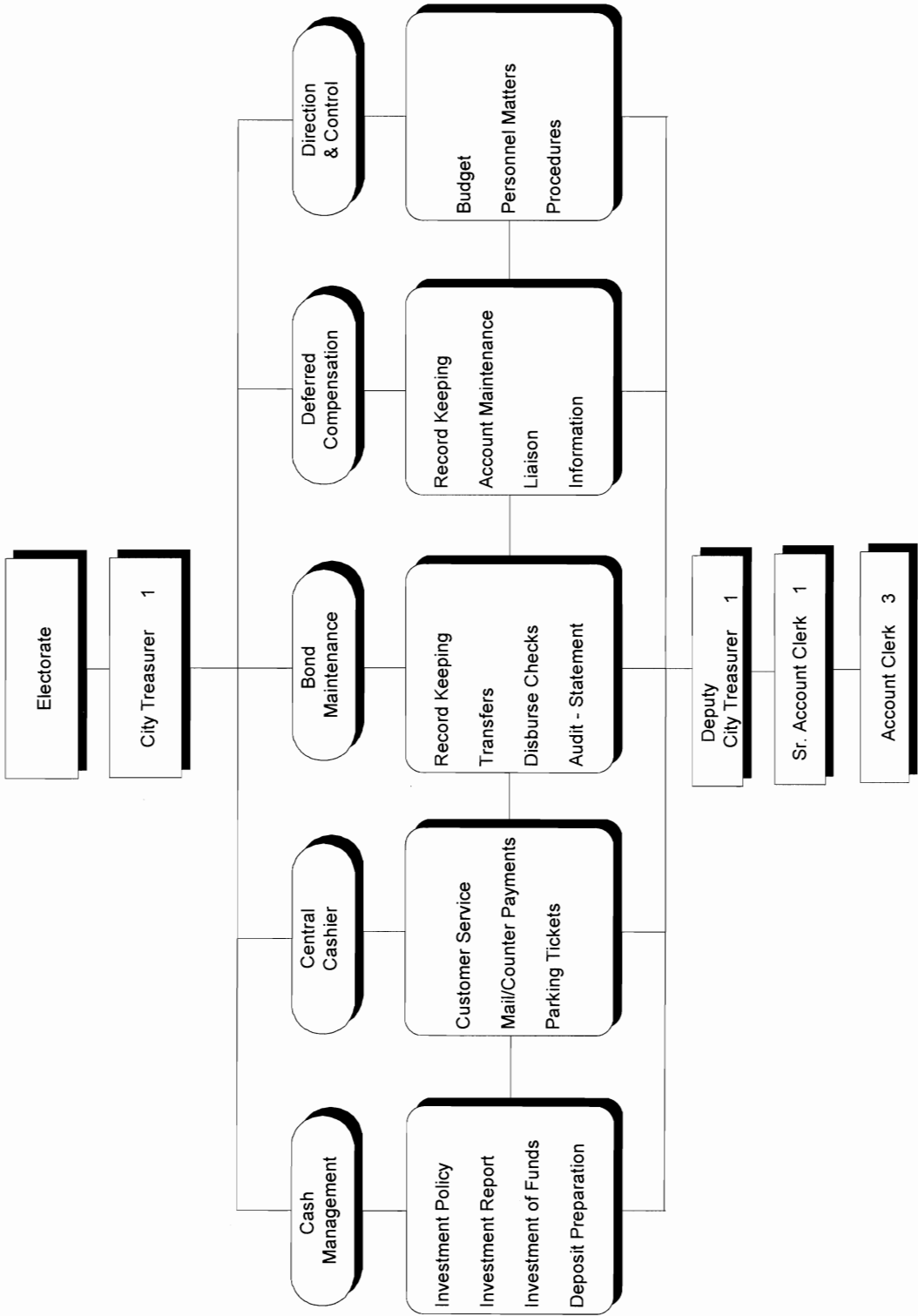


CITY TREASURER DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
City Treasurer	1.0	1.0	1.0	1.0
Deputy City Treasurer	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0
Account Clerk	4.0	4.0	3.0	3.0
Total	7.0	7.0	6.0	6.0

CITY TREASURER
No. of Employees = 6.0 Work Years

Functional Organizational Chart

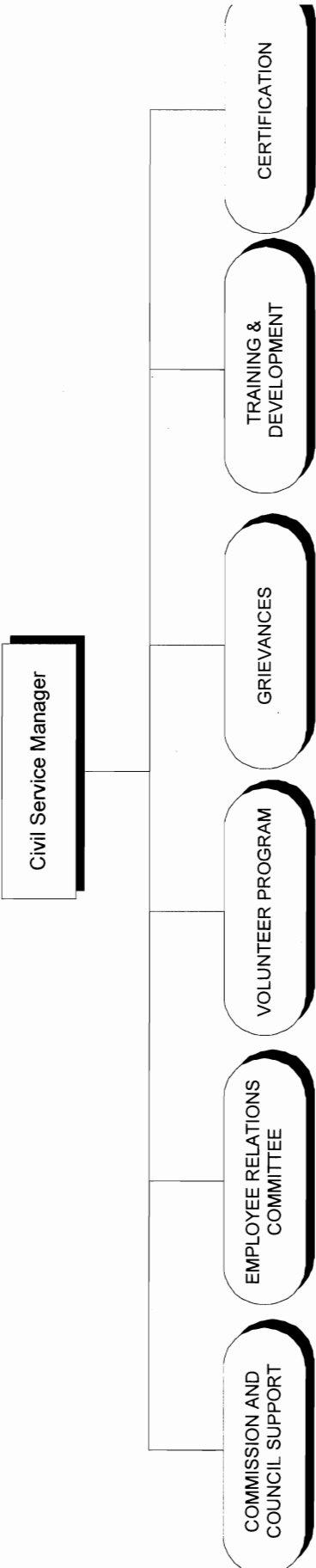


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CIVIL SERVICE

Mission Statement: To provide a quality of work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues and to communicate standards of clarity, openness and support.

DEPARTMENT ORGANIZATION



Civil Service

MISSION STATEMENT

The mission of the Civil Service Department is to provide a quality work force through timely, effective, selection processes within the structure of consistently administered policies and procedures. Our responsibility to the Civil Service Commission is to facilitate a forum for resolving issues, and to communicate standards of clarity, openness and support.

FUNCTIONAL RESPONSIBILITIES

The Civil Service Commission is responsible for all examinations for original selection and promotion of employees of the City. The Commission acts as a board of review in all employee disciplinary cases where a hearing is requested. The Employee Relations Committee, composed of Commission members, administers the City's Employee Relations Ordinance. The Commission is advisory to the City Council on all personnel related matters. Commission staff recruits applicants, prepares and conducts examinations, interprets policies and rules, prepares Commission agendas, implements Commission actions, and maintains liaison with all City departments.

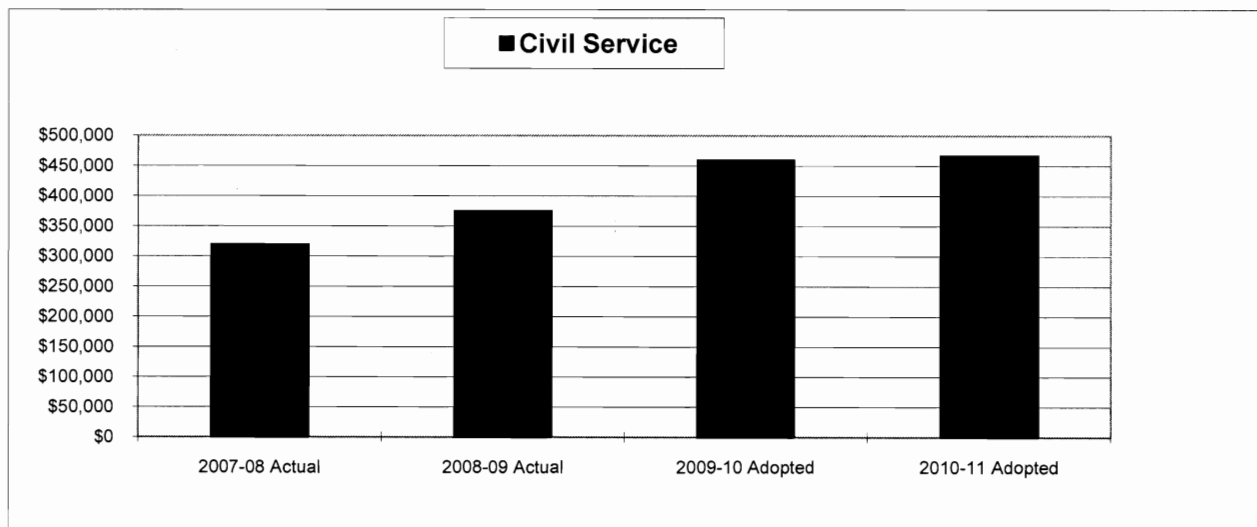
DEPARTMENT BUDGET SUMMARY

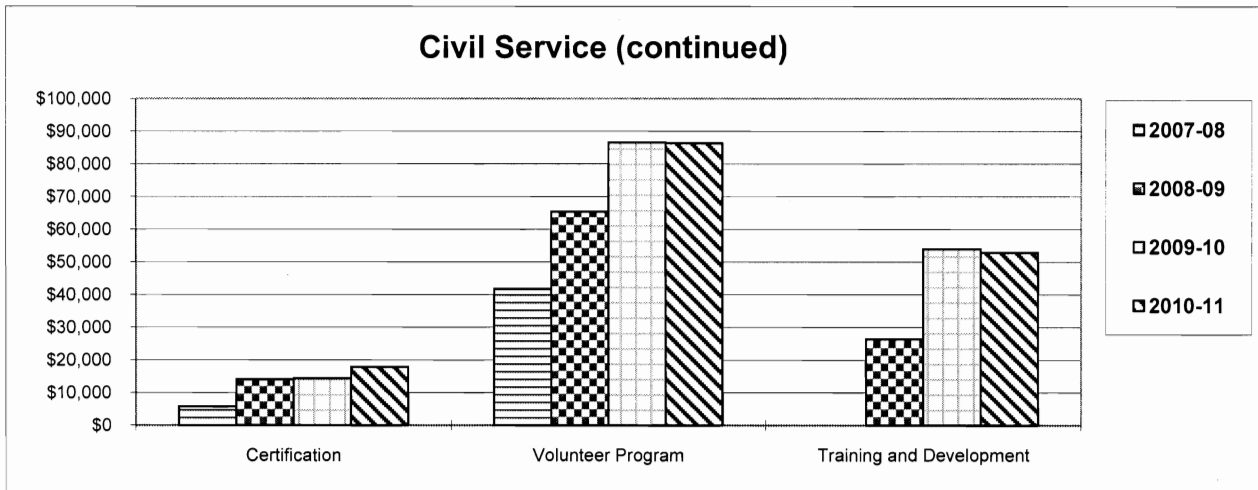
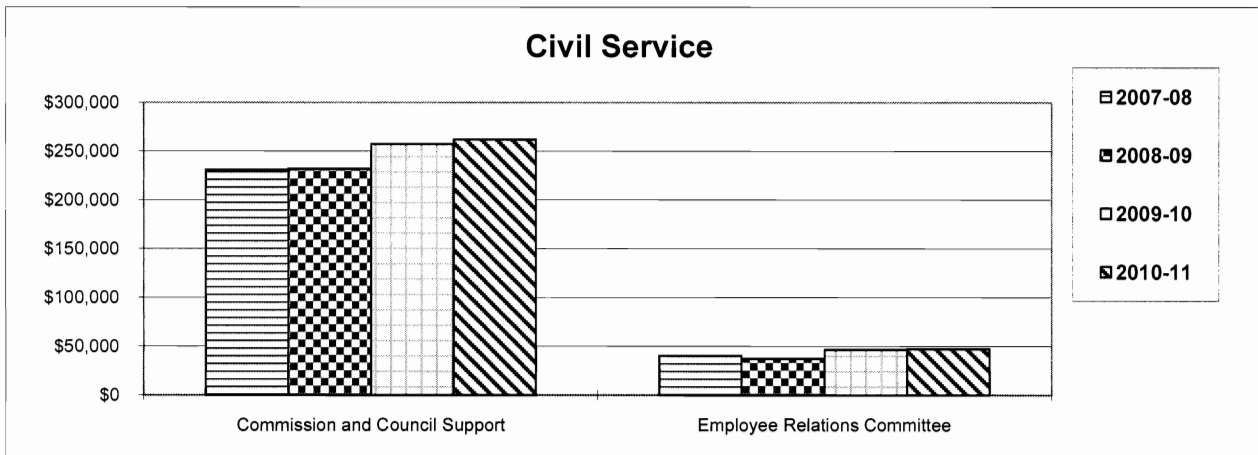
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Commission and Council Support	\$ 231,045	\$ 231,758	\$ 257,358	\$ 262,048
Employee Relations Committee	40,373	37,286	46,573	47,286
Certification	5,786	14,065	14,474	17,887
Volunteer Program	41,747	65,416	86,600	86,350
Training and Development	-	26,444	54,000	52,900
General Fund Total	\$ 318,951	\$ 374,969	\$ 459,005	\$ 466,471
General Fund Revenues	\$ -	\$ -	\$ -	\$ -

Note - Recruitment and Testing Programs were transferred to Human Resources in 2003-04 as part of the reorganization.

Note - the Volunteer Program was transferred from the City Manager's Office as part of the adopted 2005-06 budget.

EXPENDITURES





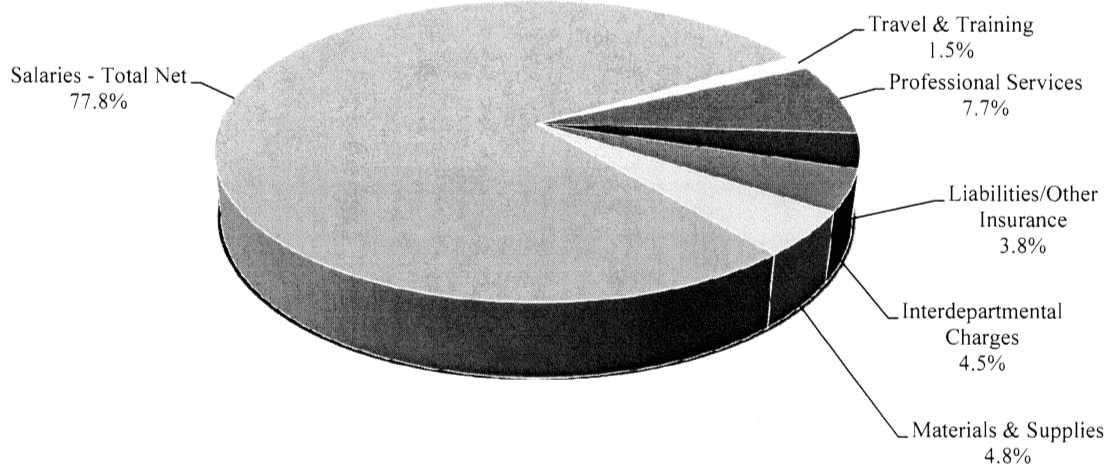
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 191,940	\$ 282,967	\$ 329,618	\$ 335,818
Overtime	5,276	1,543	600	600
Salaries - Total	197,216	284,510	330,218	336,418
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	26,600	26,600	26,600	26,600
Salaries - Total Net	223,816	311,110	356,818	363,018
Supplies and Services	95,135	63,859	102,187	103,453
Capital Outlay	-	-	-	-
General Fund Total	\$ 318,951	\$ 374,969	\$ 459,005	\$ 466,471

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 223,816	\$ 311,110	\$ 356,818	\$ 363,018
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	16,415	18,736	22,650	22,300
Professional Services/Contracts	44,105	2,116	32,900	35,900
Travel, Training & Membership Dues	3,420	5,300	7,600	6,950
Liabilities & Other Insurance	14,135	14,803	16,528	17,528
Interdepartmental Charges	12,565	19,786	19,691	18,401
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	4,495	3,118	2,818	2,374
General Fund Total	\$ 318,951	\$ 374,969	\$ 459,005	\$ 466,471

Civil Service Department by Category (General Fund)*



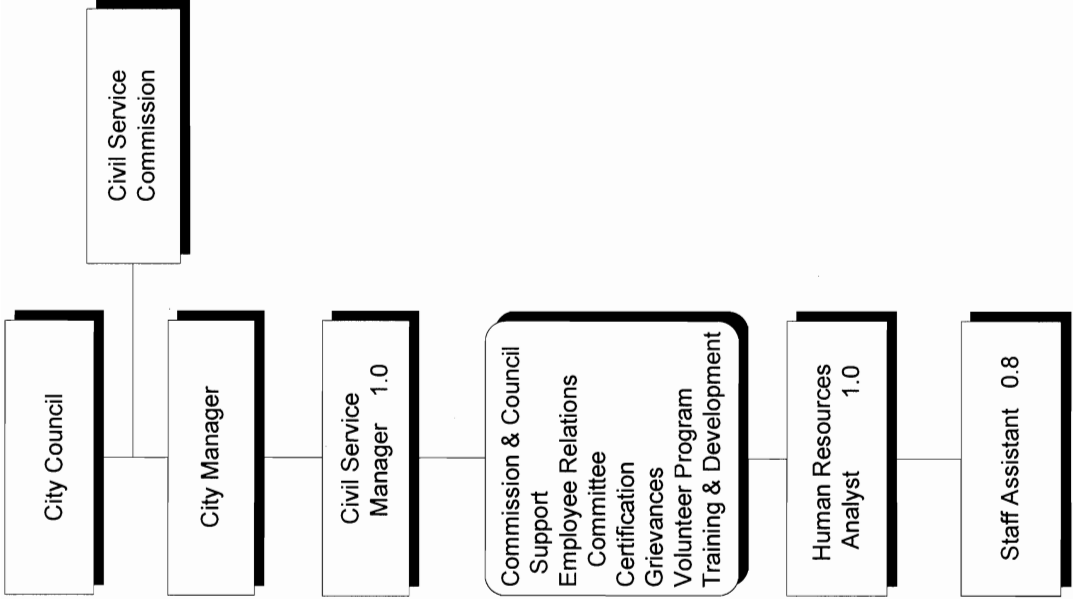
* Based on 2010-11 Adopted Budget.

CIVIL SERVICE DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Civil Service Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	1.0	1.0	1.0	1.0
Staff Assistant	-	-	0.8	0.8
Personnel Technician	-	-	-	-
Total	2.0	2.0	2.8	2.8

CIVIL SERVICE
No. of Employees = 2.8 Work Years

Functional Organizational Chart

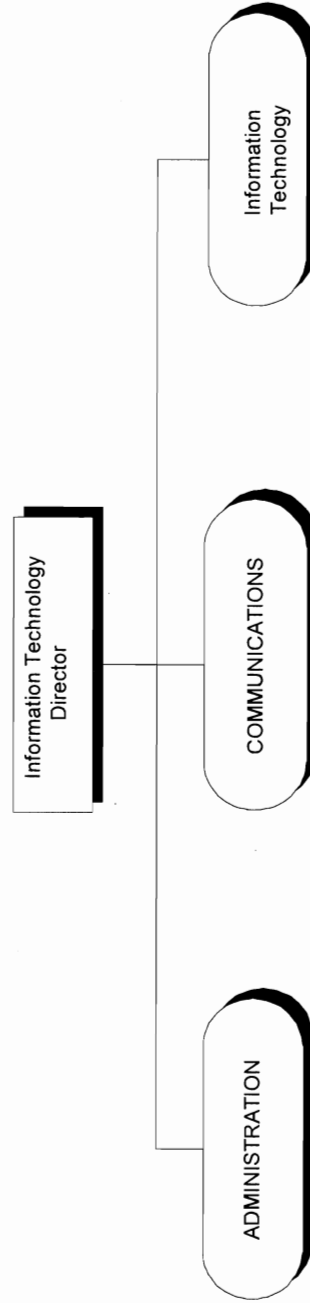


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Communications & Information Technology

Mission Statement: To strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

DEPARTMENT ORGANIZATION



Communications & Information Technology

MISSION STATEMENT

The mission of the Communications & Information Technology Department is to strategically plan and support all communication and automation needs of the City in an accountable and responsive manner by providing effective technology solutions to serve the dynamic and diverse needs of the community and the City of Torrance.

FUNCTIONAL RESPONSIBILITIES

- Administer , Support and Maintain the City's Telephone System.
- Plan, Install and Maintain all Wireless Communication Projects in the City.
- Support/Maintain Departmental software applications, databases and host systems.
- Support/Maintain the City's Local Area and Wide Area Networks.
- Provide technical assistance and support for all user PC problems.
- Administer/Maintain the City's Internet and Intranet Web Pages.
- Act as a liaison between vendors and City Departments in troubleshooting computer problems.
- Research, Analyze and Recommend Communication and Technology-related contracts, agreements, and purchases entered into by the City.
- Administer the PC Replacement Program for the City.
- Modify/Support Application Systems to meet Departmental Operational needs.
- Support/Maintain the City's Internet and Intranet.
- Support the City's GIS mapping technology.
- Provide computer related training for city employees as needed.

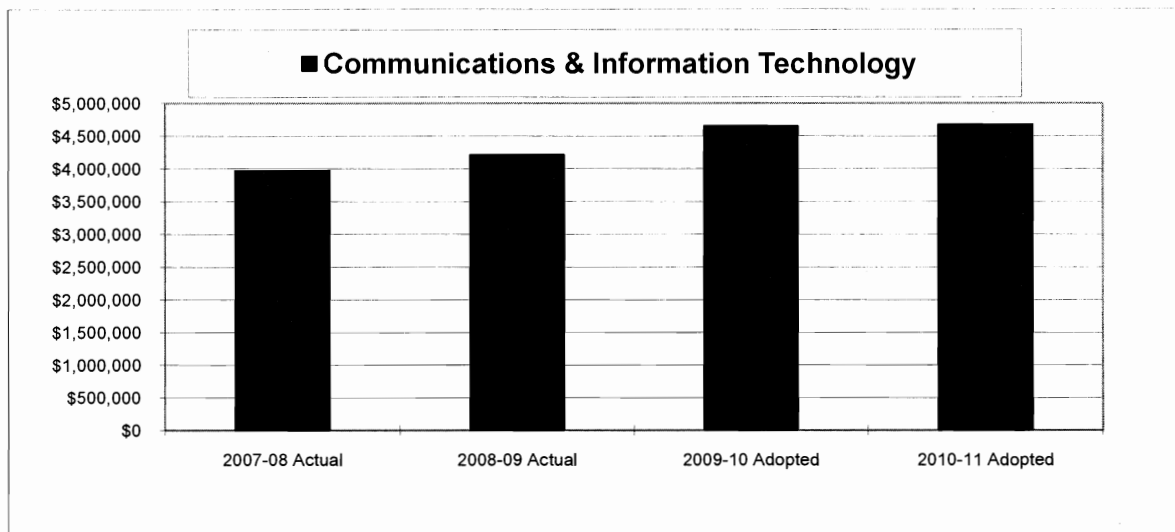
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Direction and Control	\$ 960,441	\$ 894,950	\$ 571,864	\$ 567,764
Information Technology Services	3,118,478	3,428,436	4,079,230	4,100,037
Information Technology Training	438	-	-	-
Radio	(7,257)	(10,416)	-	-
Telephone Services	(61,925)	(62,109)	-	-
Data Communications Support	(42,443)	(40,726)	-	-
General Fund Total	\$ 3,967,732	\$ 4,210,135	\$ 4,651,094	\$ 4,667,801
General Fund Revenues	\$ -	\$ -	\$ -	\$ -

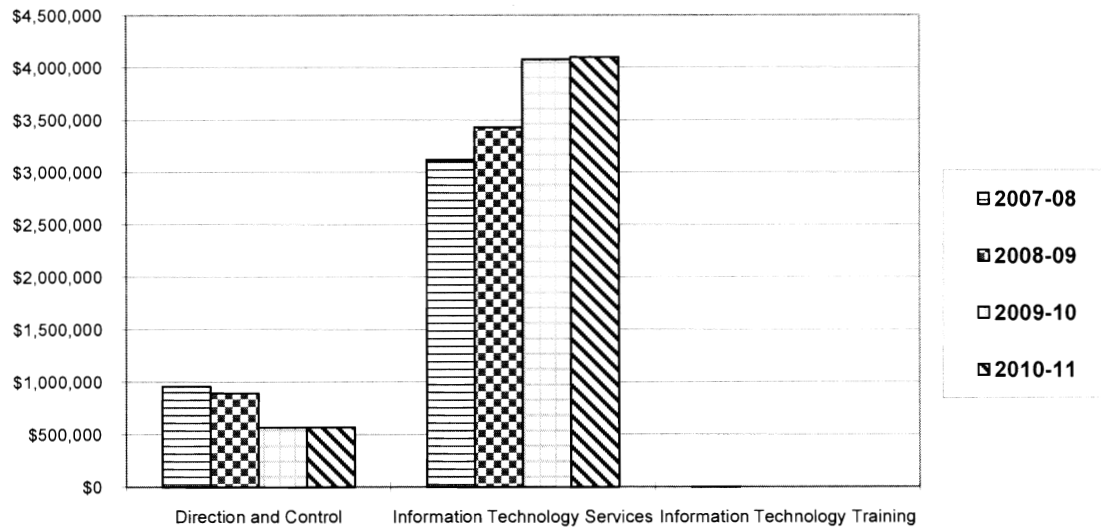
Note: Negative amounts reflect actual expenditures which were less than budgeted reimbursements

Note: Department name changed from Information Systems to Communications & Information Technology

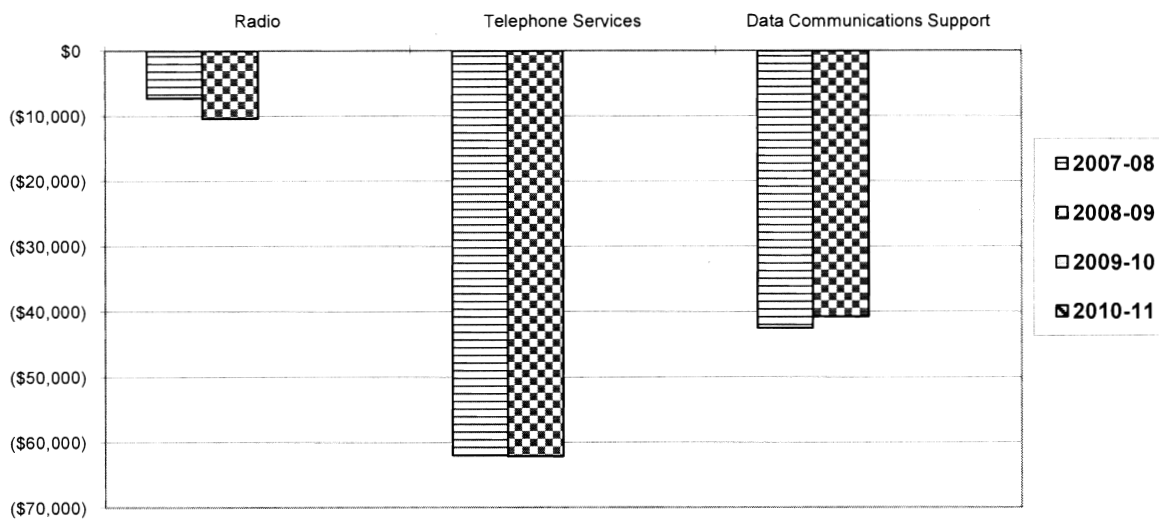
EXPENDITURES



Communications & Information Technology



Communications & Information Technology (continued)



Note - Actual Radio, Telephone Services, and Data Communications flat rate reimbursements exceeded expenditures resulting in negative actual costs.

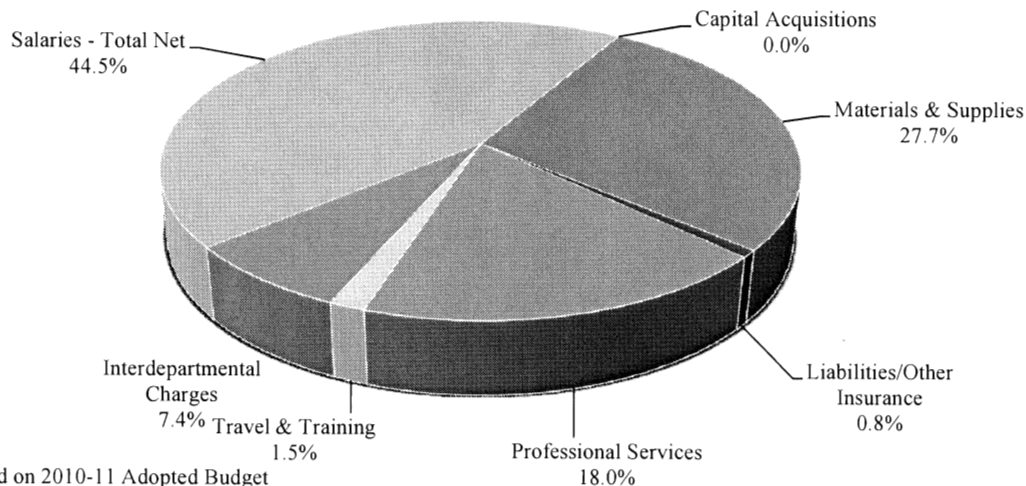
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	4,569,930	4,979,116	5,384,350	5,546,750
Overtime	78,555	71,130	83,500	84,000
Salaries - Total	4,648,485	5,050,246	5,467,850	5,630,750
Salaries - Reimbursements	(1,490,436)	(1,594,171)	(1,598,395)	(1,756,597)
Salaries - Labor Charges	220	1,580	-	-
Salaries - Total Net	3,158,269	3,457,655	3,869,455	3,874,153
Supplies and Services	804,698	746,456	780,639	792,648
Capital Outlay	4,765	6,024	1,000	1,000
General Fund Total	3,967,732	4,210,135	4,651,094	4,667,801

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 4,648,706	\$ 5,051,826	\$ 5,467,850	\$ 5,630,750
Salary & Benefit Reimbursements	(1,490,437)	(1,594,171)	(1,598,395)	(1,756,597)
Materials, Supplies and Maintenance	890,311	851,403	886,890	800,493
Professional Services/Contracts	632,746	604,666	518,725	520,819
Travel, Training & Membership Dues	34,825	36,064	44,754	44,754
Liabilities & Other Insurance	9,804	9,804	22,583	22,583
Interdepartmental Charges	151,395	160,014	146,714	139,745
Capital Acquisitions	4,765	6,024	1,000	1,000
Reimbursements from Other Funds	(1,060,102)	(1,074,420)	(963,059)	(855,799)
Operating Transfers Out	145,719	158,925	124,032	120,053
General Fund Total	\$ 3,967,732	\$ 4,210,135	\$ 4,651,094	\$ 4,667,801

Communications & Information Technology Budget by Category (General Fund)*



*Based on 2010-11 Adopted Budget

Note - Includes estimated salary reimbursements related to flat rate reimbursements

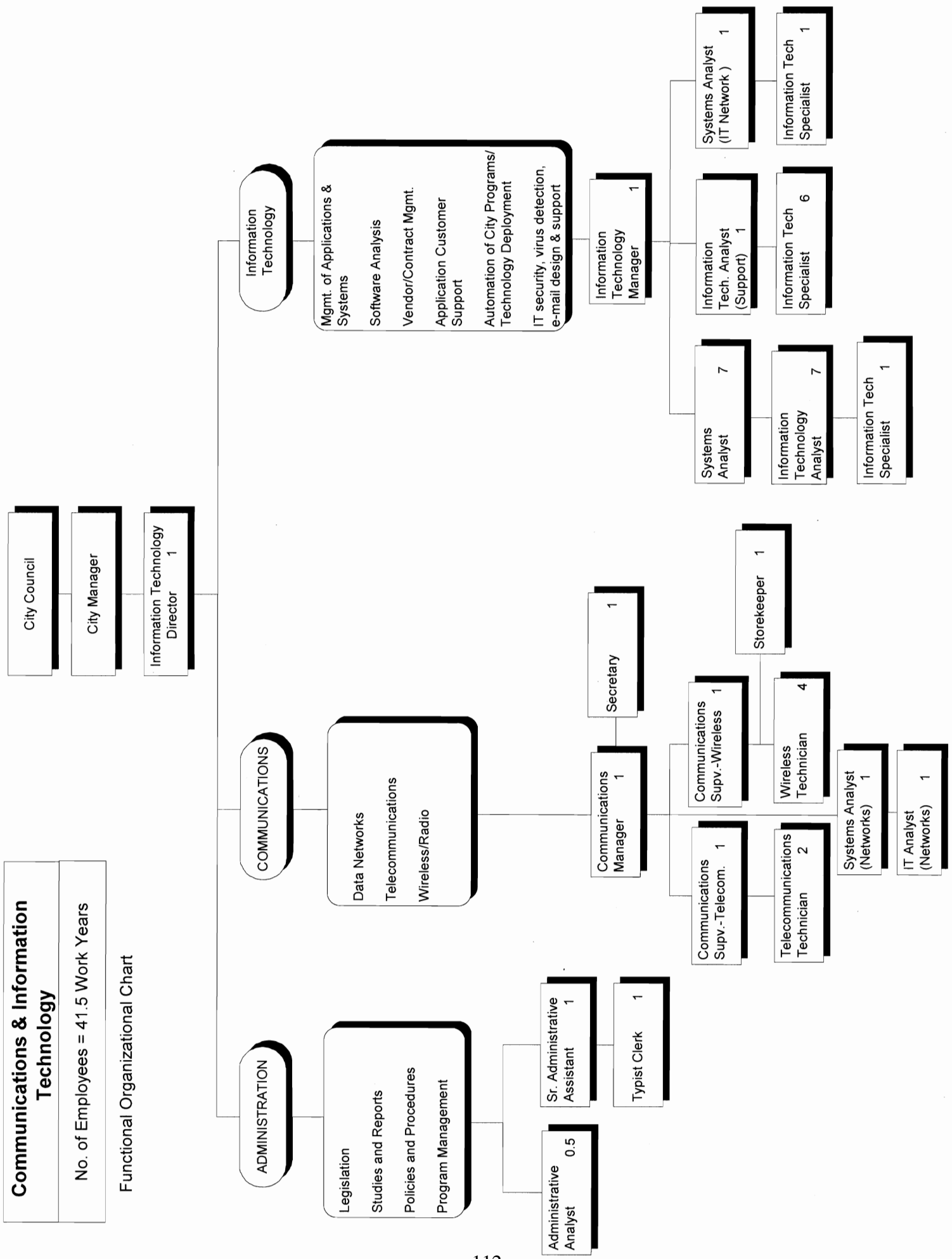
**COMMUNICATIONS & INFORMATION TECHNOLOGY
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Information Technology Director	1.0	1.0	1.0	1.0
Information Technology Manager	1.0	1.0	1.0	1.0
Communications Manager	1.0	1.0	1.0	1.0
Info Tech Specialist	8.0	8.0	8.0	8.0
Systems Analyst	9.0	9.0	9.0	9.0
Information Technology Analyst	7.0	7.0	7.0	8.0
Info. Tech. Analyst (Networks)	1.0	1.0	1.0	1.0
Communications Supervisor/Telecom.	1.0	1.0	1.0	1.0
Communications Supervisor/Wireless	1.0	1.0	1.0	1.0
Wireless Technician	4.0	4.0	4.0	4.0
Telecommunications Technician	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0
Administrative Analyst	0.5	0.5	0.5	0.5
Senior Administrative Assistant	-	-	-	1.0
Administrative Secretary	1.0	1.0	1.0	-
Secretary	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0
Total	40.5	40.5	40.5	41.5

Communications & Information Technology

No. of Employees = 41.5 Work Years

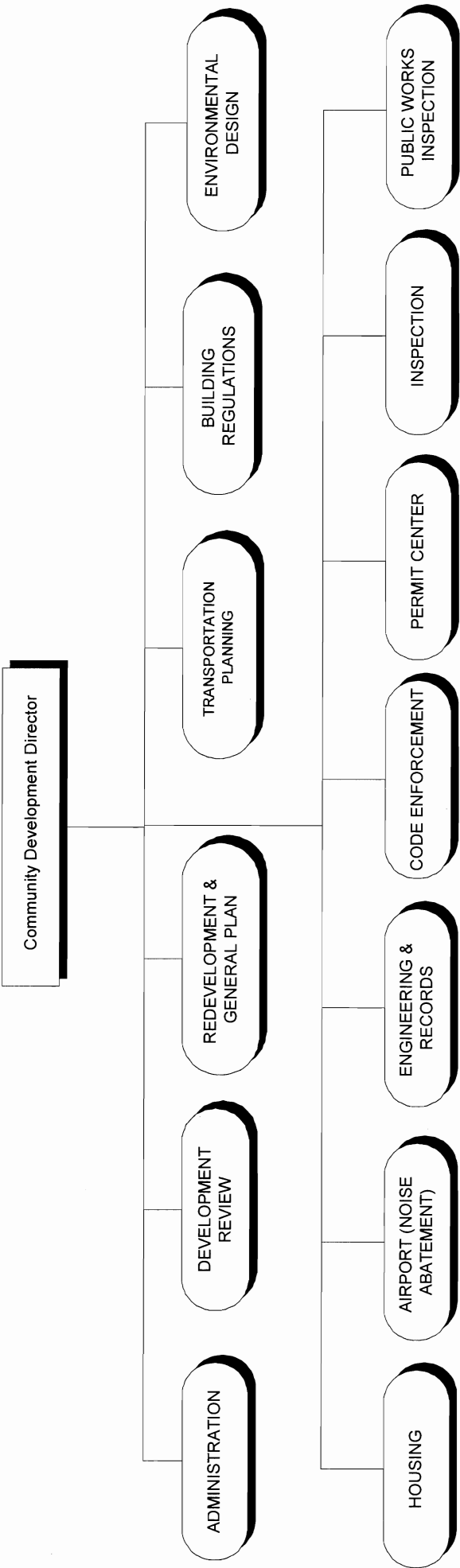
Functional Organizational Chart



COMMUNITY DEVELOPMENT

Mission Statement: To guide and support the orderly development of the City, city infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs; and
To ensure standards of development and quality of environment in the community by providing responsive services in a cooperative and innovative manner for the safe construction and maintenance of property.

DEPARTMENT ORGANIZATION



Community Development

MISSION STATEMENT

The Community Development Department guides and supports the orderly development of the City, City infrastructure and the continued revitalization of the City to maintain a balanced community to meet present and future needs.

FUNCTIONAL RESPONSIBILITIES

The Community Development Department:

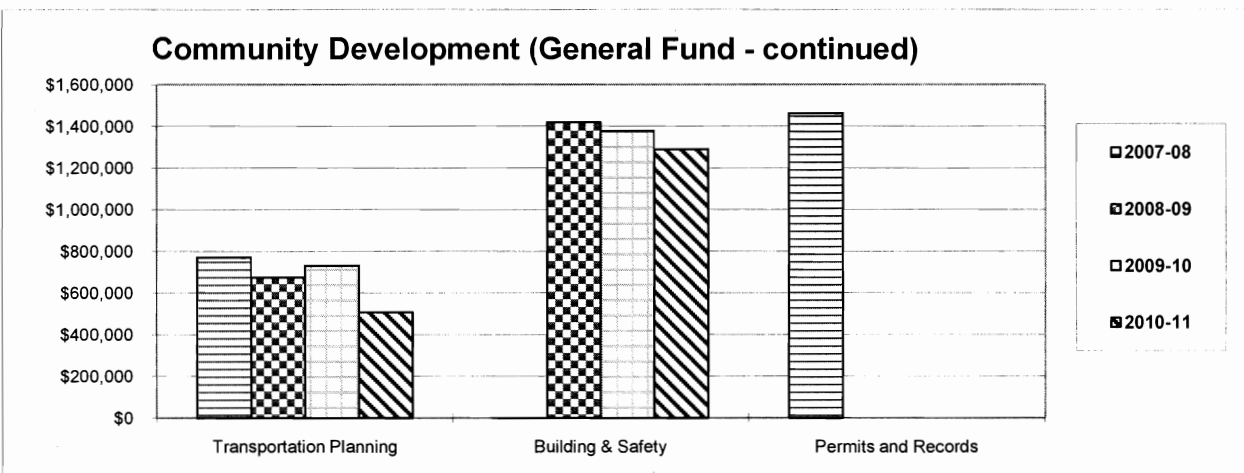
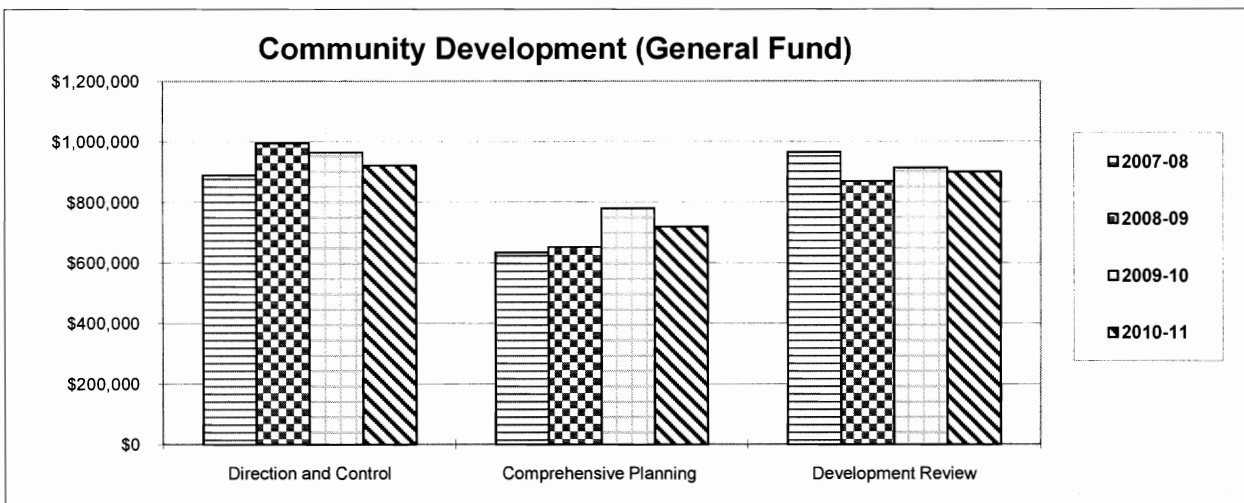
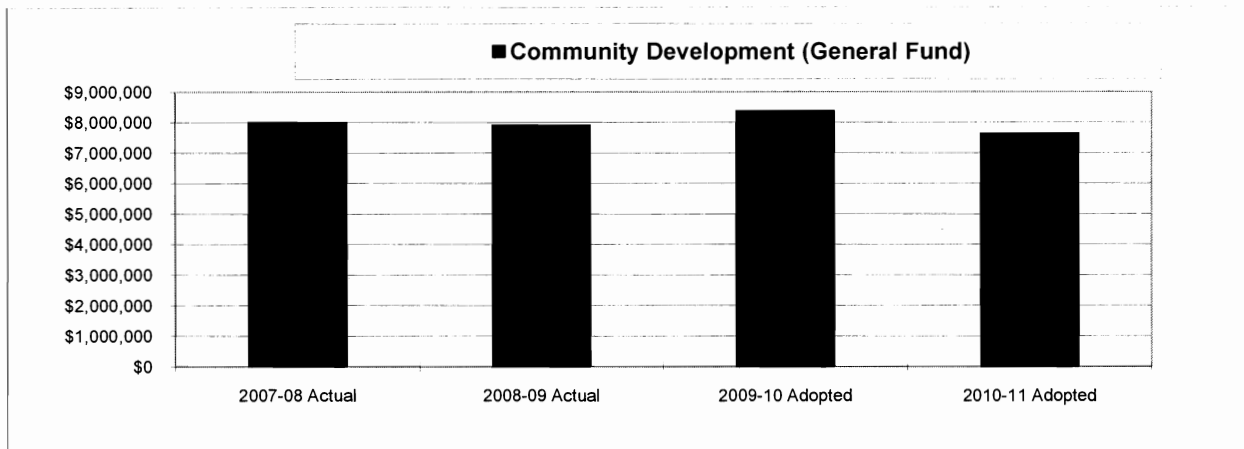
- Maintains the Comprehensive General Plan to provide the research and administrative capabilities to assist City Departments, Boards, Commissions, and the City Council in adopting and implementing policies to meet community goals;
- Coordinates Federal, State and regional planning, transportation, and infrastructure legislation with local planning to continually improve the physical and social environment;
- Creates and maintains maps, records and data of the city's infrastructure;
- Permits and inspects construction in the public right-of-way;
- Reviews and makes recommendations to Traffic Commission, Planning Commission, Redevelopment Agency and City Council regarding transportation and development related issues;
- Administers the Redevelopment project areas and the Section 8 Rental Assistance Program; and
- Develops strategies to meet the diverse housing needs in the Community.

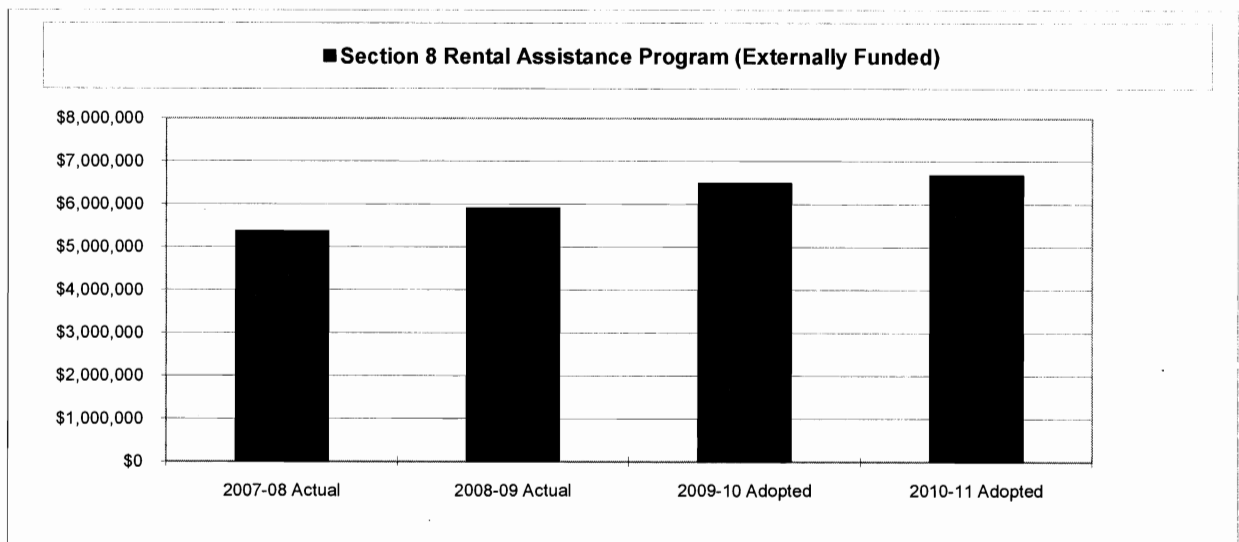
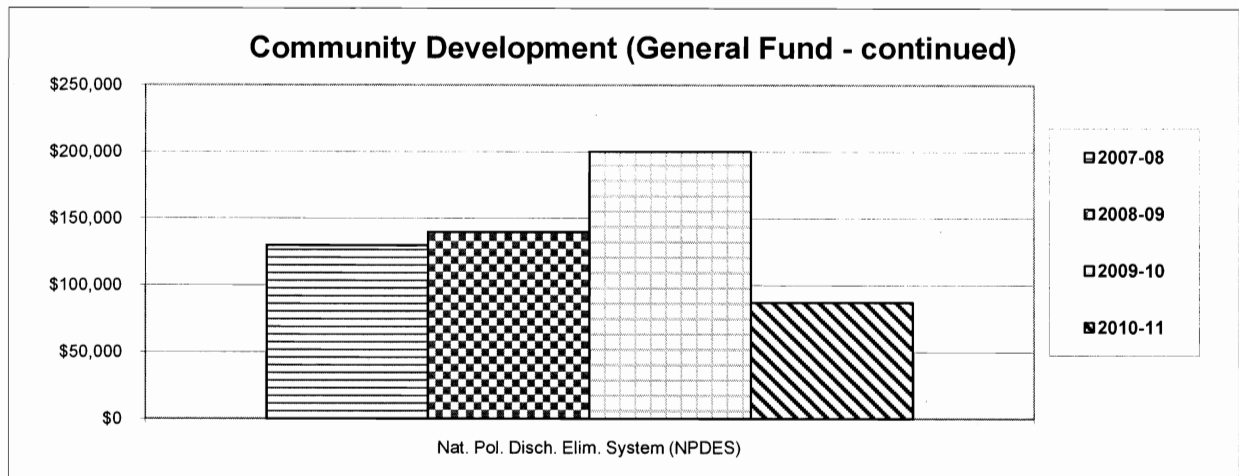
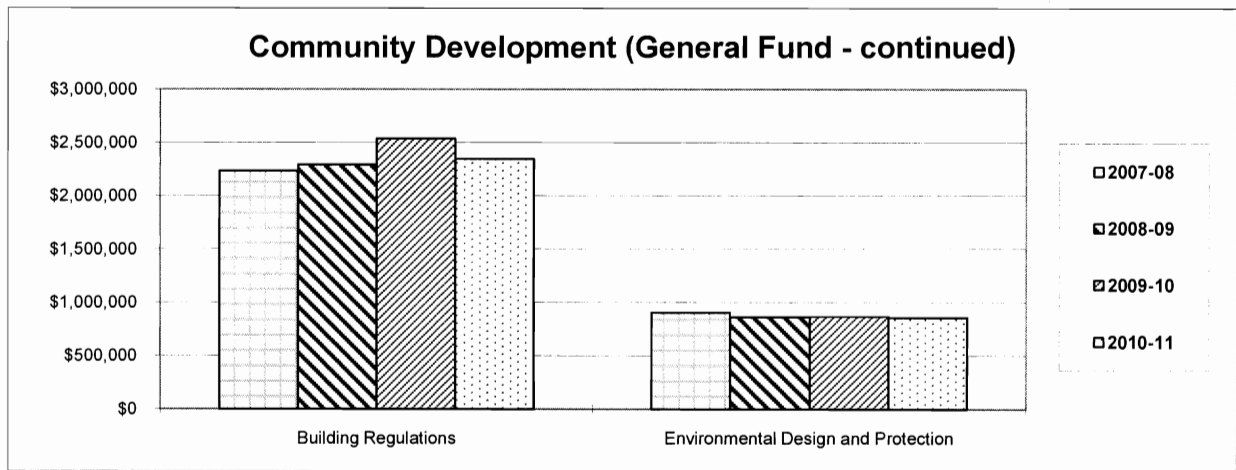
DEPARTMENT BUDGET SUMMARY

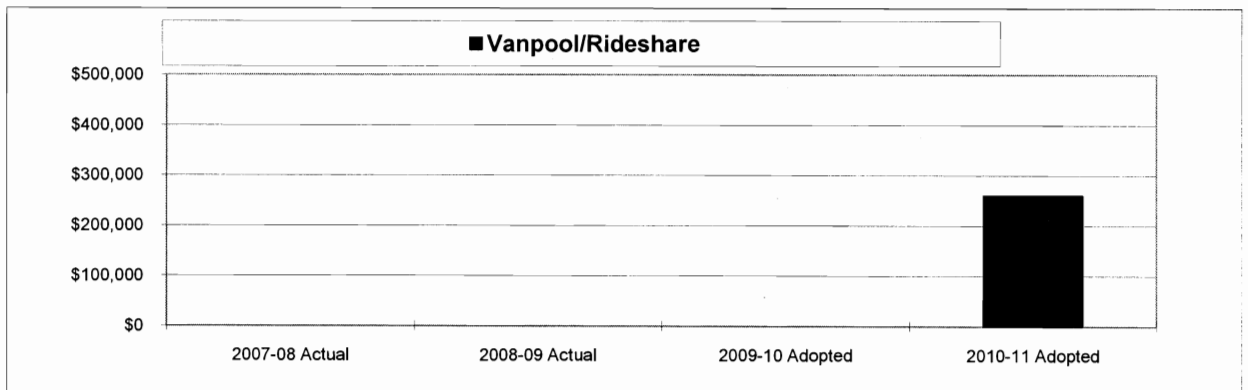
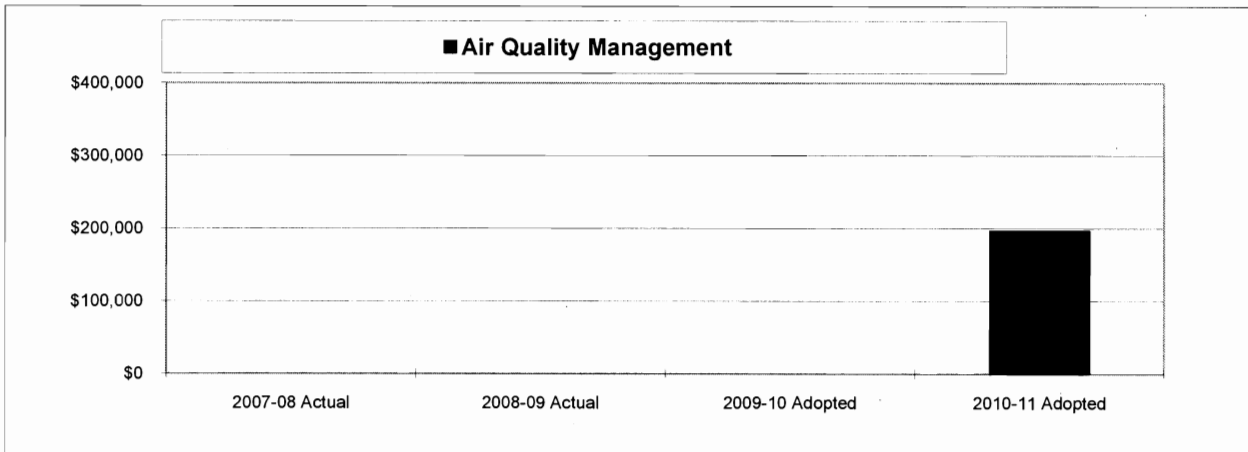
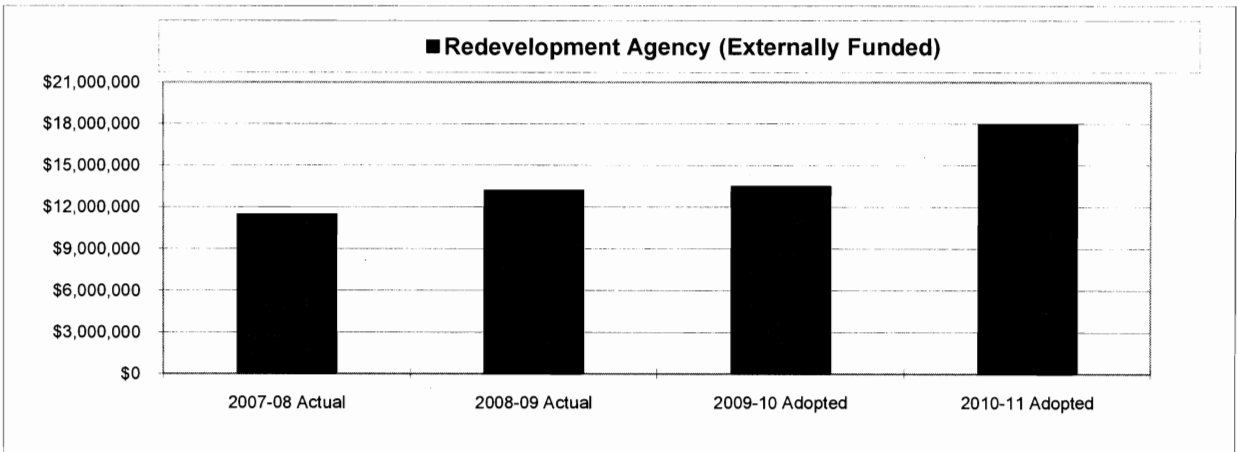
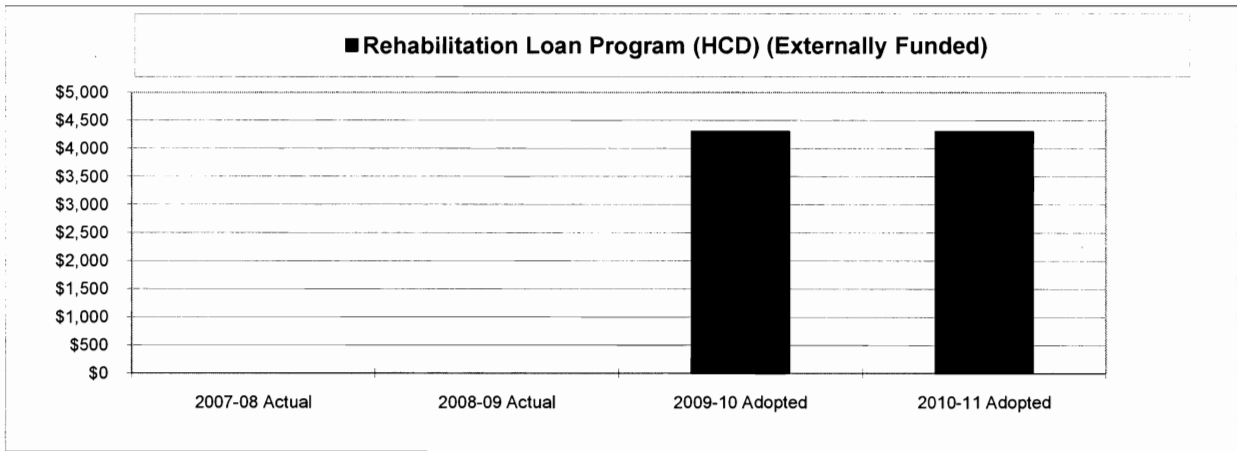
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund:				
Direction and Control	\$ 890,041	\$ 995,280	\$ 965,345	\$ 921,519
Comprehensive Planning	634,492	652,595	779,945	719,317
Development Review	965,689	868,837	914,216	900,218
Property Rehabilitation Loan Admin.	-	-	-	-
Section 8 Rental Assistance Admin.	-	-	-	-
Redevelopment Agency Administration	-	-	-	-
Transportation Planning	771,621	674,416	731,709	507,820
Building & Safety	550	1,420,635	1,376,209	1,289,462
Permits and Records	1,462,850	-	-	-
Building Regulations	2,235,069	2,290,500	2,537,083	2,347,383
Environmental Design and Protection	903,131	861,010	867,127	857,241
Conservation Code Enforcement	-	-	-	-
Nat. Pol. Disch. Elim. System (NPDES)	129,942	139,909	200,114	87,322
General Fund Total	\$ 7,993,385	\$ 7,903,182	\$ 8,371,748	\$ 7,630,282
General Fund Revenues	\$ 3,278,788	\$ 2,390,681	\$ 4,269,500	\$ 3,504,830
Externally Funded:				
Section 8 Rental Assistance Program	\$ 5,363,312	\$ 5,895,150	\$ 6,485,120	\$ 6,670,520
Rehabilitation Loan Program (HCD)	-	-	4,300	4,300
Redevelopment Agency	11,465,852	13,204,423	13,486,023	17,964,582
Air Quality Management*				196,582
Vanpool/Rideshare*				260,101
Externally Funded Total	\$ 16,829,164	\$ 19,099,573	\$ 19,975,443	\$ 25,096,085
Externally Funded Revenues				
Section 8 Rental Assistance Program	\$ 5,435,600	\$ 5,610,350	\$ 5,806,000	\$ 6,334,000
Rehabilitation Loan Program (HCD)	36,900	36,900	36,900	36,900
Redevelopment Agency	13,462,884	15,517,411	15,086,467	16,802,206
Air Quality Management*				174,000
Vanpool/Rideshare*				265,100
Externally Funded Revenues Total	\$ 18,935,384	\$ 21,164,661	\$ 20,929,367	\$ 23,612,206

*Note - Air Quality Management and Vanpool/Rideshare Funds were transferred from the Human Resources Department in 2010-11.

EXPENDITURES





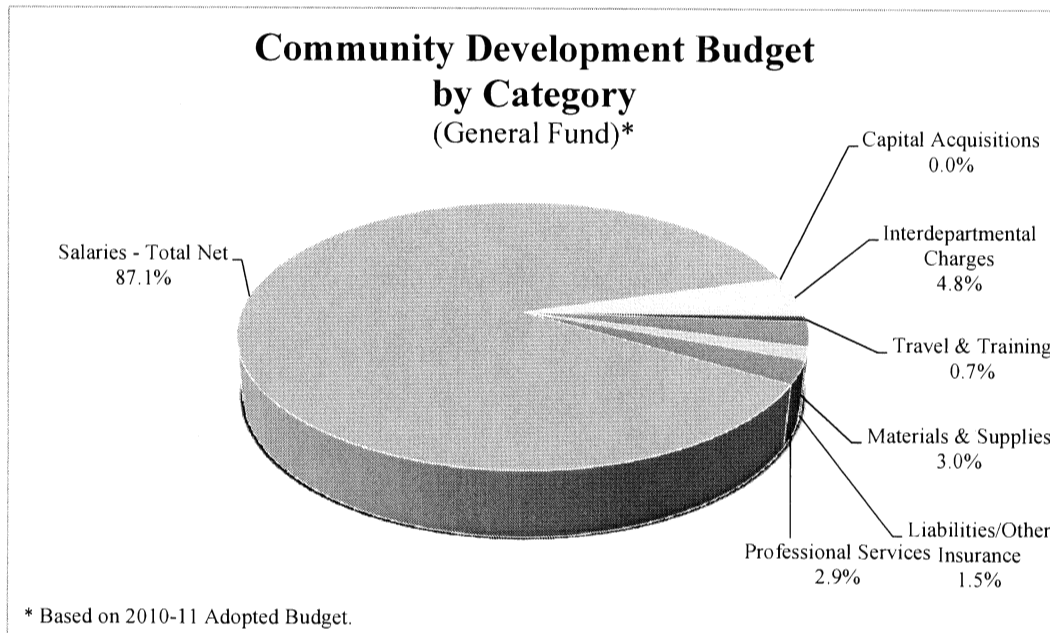


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	0 2010-11 Adopted
Salaries	\$ 7,269,627	\$ 7,945,115	\$ 8,336,835	\$ 7,913,035
Overtime	33,787	25,499	44,700	39,200
Salaries - Total	7,303,414	7,970,614	8,381,535	7,952,235
Salaries - Reimbursements	(503,724)	(1,152,041)	(1,217,108)	(1,304,680)
Salaries - Labor Charges	1,422	2,046	1,080	1,129
Salaries - Total Net	6,801,112	6,820,619	7,165,507	6,648,684
Supplies and Services	1,192,273	1,082,563	1,204,041	979,398
Capital Outlay	-	-	2,200	2,200
General Fund Total	\$ 7,993,385	\$ 7,903,182	\$ 8,371,748	\$ 7,630,282

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 7,304,836	\$ 7,802,204	\$ 8,382,615	\$ 7,953,364
Salary & Benefit Reimbursements	(503,724)	(981,585)	(1,217,108)	(1,304,680)
Materials, Supplies and Maintenance	163,628	156,685	239,848	234,457
Professional Services/Contracts	471,532	376,453	371,080	217,840
Travel, Training & Membership Dues	83,959	31,992	83,163	51,947
Liabilities & Other Insurance	57,200	107,842	114,373	114,373
Interdepartmental Charges	217,340	313,375	306,649	290,424
Capital Acquisitions	-	-	2,200	2,200
Reimbursements from Other Funds	-	-	-	(6,500)
Operating Transfers Out	198,614	96,216	88,928	76,857
General Fund Total	\$ 7,993,385	\$ 7,903,182	\$ 8,371,748	\$ 7,630,282

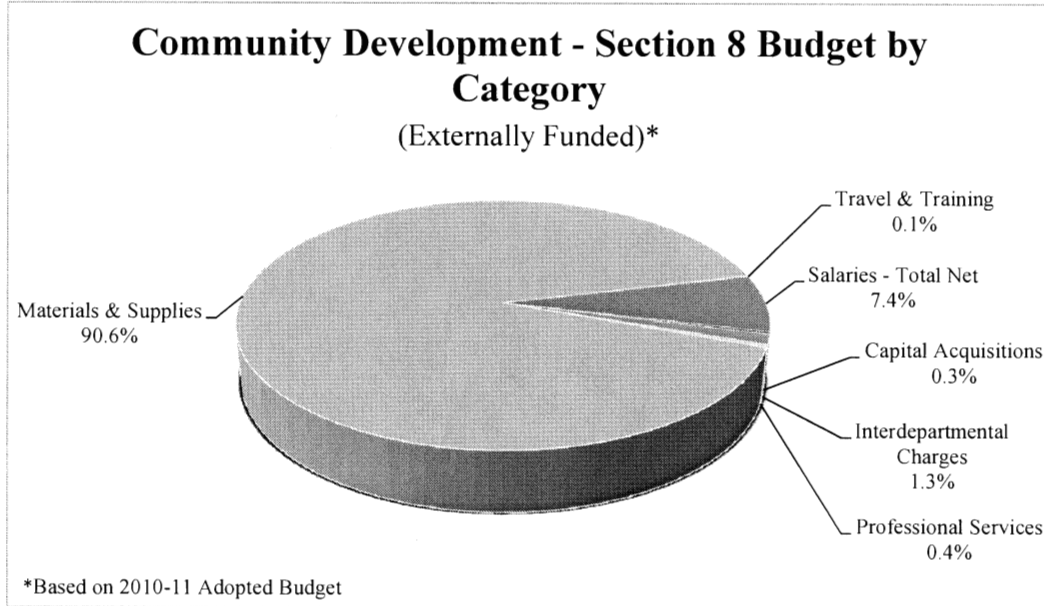


DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	0 2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-
Salaries - Total	-	-	-	-
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	434,825	440,826	456,500	493,100
Salaries - Total Net	434,825	440,826	456,500	493,100
Supplies and Services	4,927,329	5,454,324	6,010,820	6,159,620
Capital Outlay	1,158	-	17,800	17,800
Total Section 8 Rental Assistant Fund	\$ 5,363,312	\$ 5,895,150	\$ 6,485,120	\$ 6,670,520

DEPARTMENT BUDGET (SECTION 8 RENTAL ASSISTANCE PROGRAM FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 434,825	\$ 440,826	\$ 456,500	\$ 493,100
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	4,819,537	5,363,622	5,893,020	6,043,020
Professional Services/Contracts	17,210	14,222	25,000	25,000
Travel, Training & Membership Dues	1,700	878	5,000	5,000
Interdepartmental Charges	88,882	75,602	87,800	86,600
Capital Acquisitions	1,158	-	17,800	17,800
Reimbursements from Other Funds	-	-	-	-
Operating Transfer Out	-	-	-	-
Total Section 8 Rental Assistant Fund	\$ 5,363,312	\$ 5,895,150	\$ 6,485,120	\$ 6,670,520

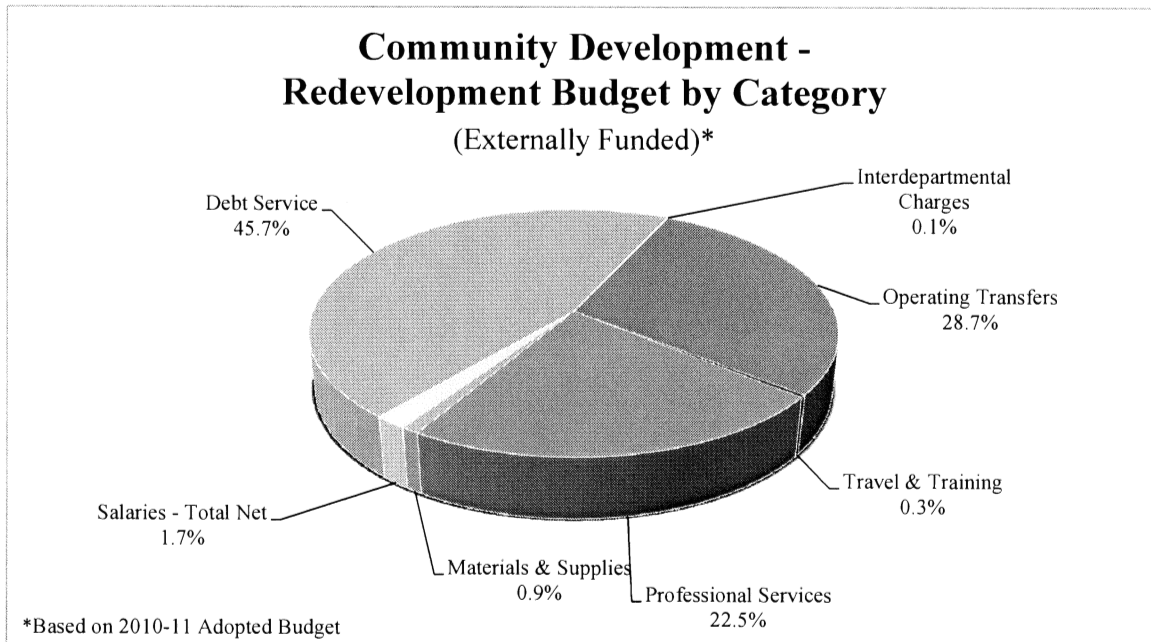


DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 9,240	\$ 8,490	\$ 9,500	\$ 8,000
Overtime	-	-	-	-
Salaries - Total	9,240	8,490	9,500	8,000
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	238,104	255,353	247,550	298,250
Salaries - Total Net	247,344	263,843	257,050	306,250
Supplies and Services	11,218,508	12,940,580	13,228,973	17,658,332
Capital Outlay	-	-	-	-
Total Redevelopment Agency Fund	\$ 11,465,852	\$ 13,204,423	\$ 13,486,023	\$ 17,964,582

DEPARTMENT BUDGET (REDEVELOPMENT AGENCY FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 247,344	\$ 263,843	\$ 257,050	\$ 306,250
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	97,603	98,859	186,156	170,332
Professional Services/Contracts	2,587,267	3,680,971	2,850,132	4,049,851
Travel, Training & Membership Dues	18,469	11,222	64,700	57,119
Interdepartmental Charges	22,408	23,298	19,626	19,118
Debt Service	4,228,642	4,904,732	5,430,932	8,214,607
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Bad Debts & Other Losses	-	-	-	-
Operating Transfers Out	4,264,119	4,221,498	4,677,427	5,147,305
Total Redevelopment Agency Fund	\$ 11,465,852	\$ 13,204,423	\$ 13,486,023	\$ 17,964,582



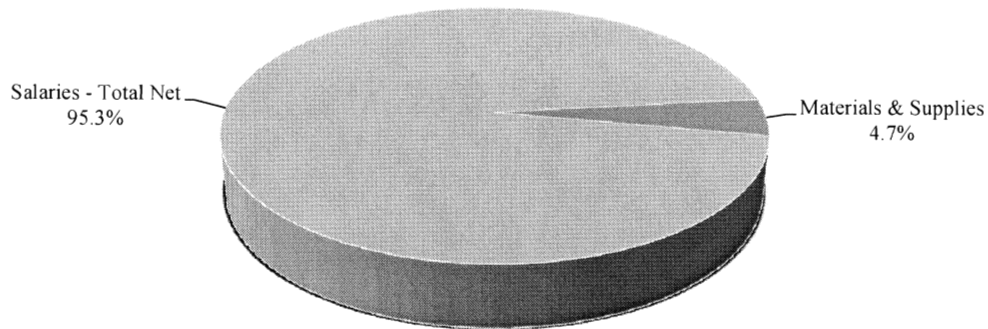
DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

	2007-08 Actual	2008-09 Adopted	2009-10 Proposed	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-
Salaries - Total	-	-	-	-
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	-	-	4,100	4,100
Salaries - Total Net	-	-	4,100	4,100
Supplies and Services	-	-	200	200
Capital Outlay	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ 4,300	\$ 4,300

DEPARTMENT BUDGET (REHABILITATION HOUSING FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ -	\$ -	4,100	4,100
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	-	-	200	200
Professional Services/Contracts	-	-	-	-
Travel, Training & Membership Dues	-	-	-	-
Interdepartmental Charges	-	-	-	-
Debt Service	-	-	-	-
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Rehabilitation Housing Fund	\$ -	\$ -	\$ 4,300	\$ 4,300

**Community Development - Rehabilitation
Housing Program by Category**
(Externally Funded)*



*Based on 2010-11 Adopted Budget

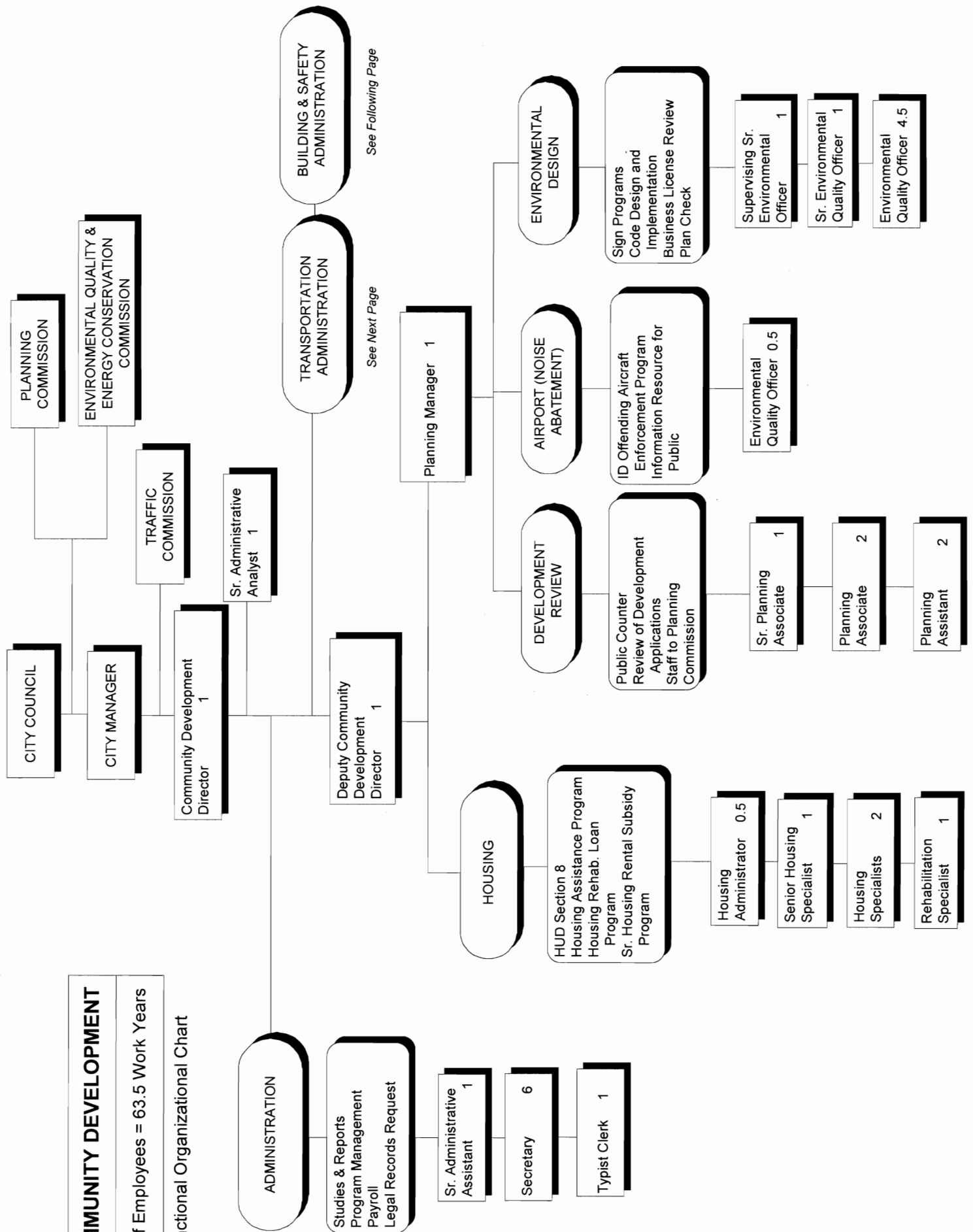
**COMMUNITY DEVELOPMENT
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Community Development Director	1.0	1.0	1.0	1.0
Deputy Community Development Director	1.0	1.0	1.0	1.0
Principal Planner	1.0	1.0	1.0	1.0
Transportation Planning Manager	-	1.0	1.0	1.0
Planner of Transportation	1.0	-	-	-
Planning Associate	8.5	8.5	8.5	8.5
Planning Assistant	4.0	4.0	4.0	4.0
Associate Engineer	4.0	4.0	4.0	4.0
Assistant Engineer	2.0	2.0	2.0	2.0
Public Works Inspector	4.0	4.0	4.0	3.0
Building Regulations Administrator	1.0	1.0	1.0	1.0
Environmental Services Administrator	-	-	-	-
Building Inspection Supervisor	1.0	1.0	1.0	1.0
Structural Plans Examiner	1.0	1.0	1.0	1.0
Plans Examiner	2.0	2.0	2.0	2.0
Senior Building Inspector	3.0	3.0	3.0	3.0
Senior Electrical Inspector	1.0	1.0	1.0	1.0
Senior Mechanical & Plumbing Inspector	2.0	2.0	2.0	2.0
Senior Grading Inspector	1.0	1.0	1.0	1.0
Senior Environmental Quality Officer	2.0	2.0	2.0	2.0
Environmental Quality Officer	5.0	5.0	5.0	5.0
Revenue Inspector/Collector	1.0	1.0	-	-
Building Inspector	3.0	3.0	3.0	2.0
Building Permit Technician	2.0	2.0	2.0	1.0
Engineering Technician III	2.0	2.0	2.0	2.0
Engineering Technician II	2.0	2.0	1.0	1.0
Engineering Technician I	1.0	1.0	1.0	-
Administrative Analyst	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	1.0
Administrative Secretary	1.0	1.0	1.0	-
Housing Specialist	3.0	3.0	3.0	3.0
Rehabilitation Specialist	1.0	1.0	1.0	1.0
Secretary	6.0	6.0	6.0	6.0
Typist Clerk	2.0	2.0	1.0	1.0
Intern	-	0.5	0.5	-
Total	70.5	71.0	68.0	63.5

COMMUNITY DEVELOPMENT

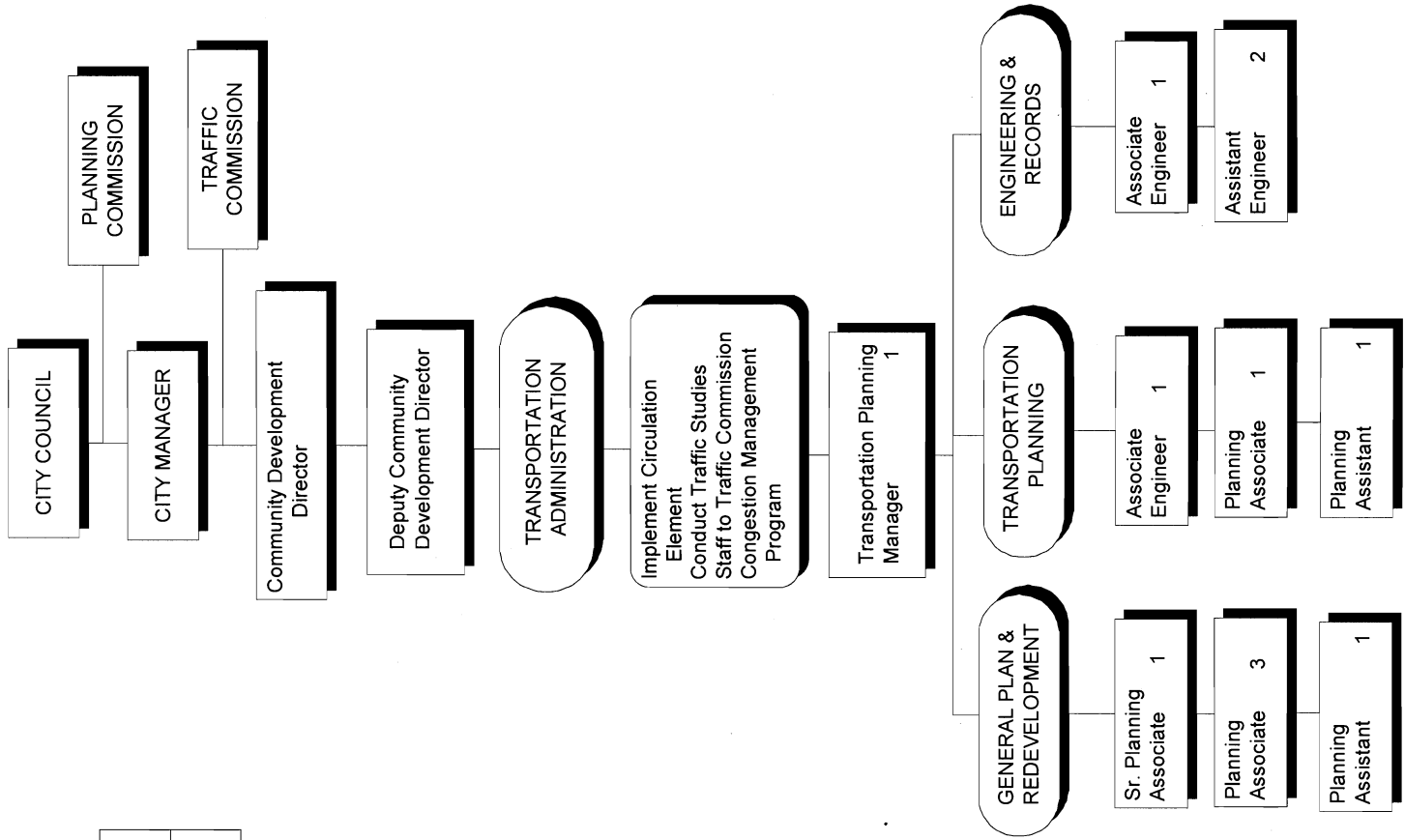
No. of Employees = 63.5 Work Years

Functional Organizational Chart



COMMUNITY DEVELOPMENT
No. of Employees = 63.5 Work Years

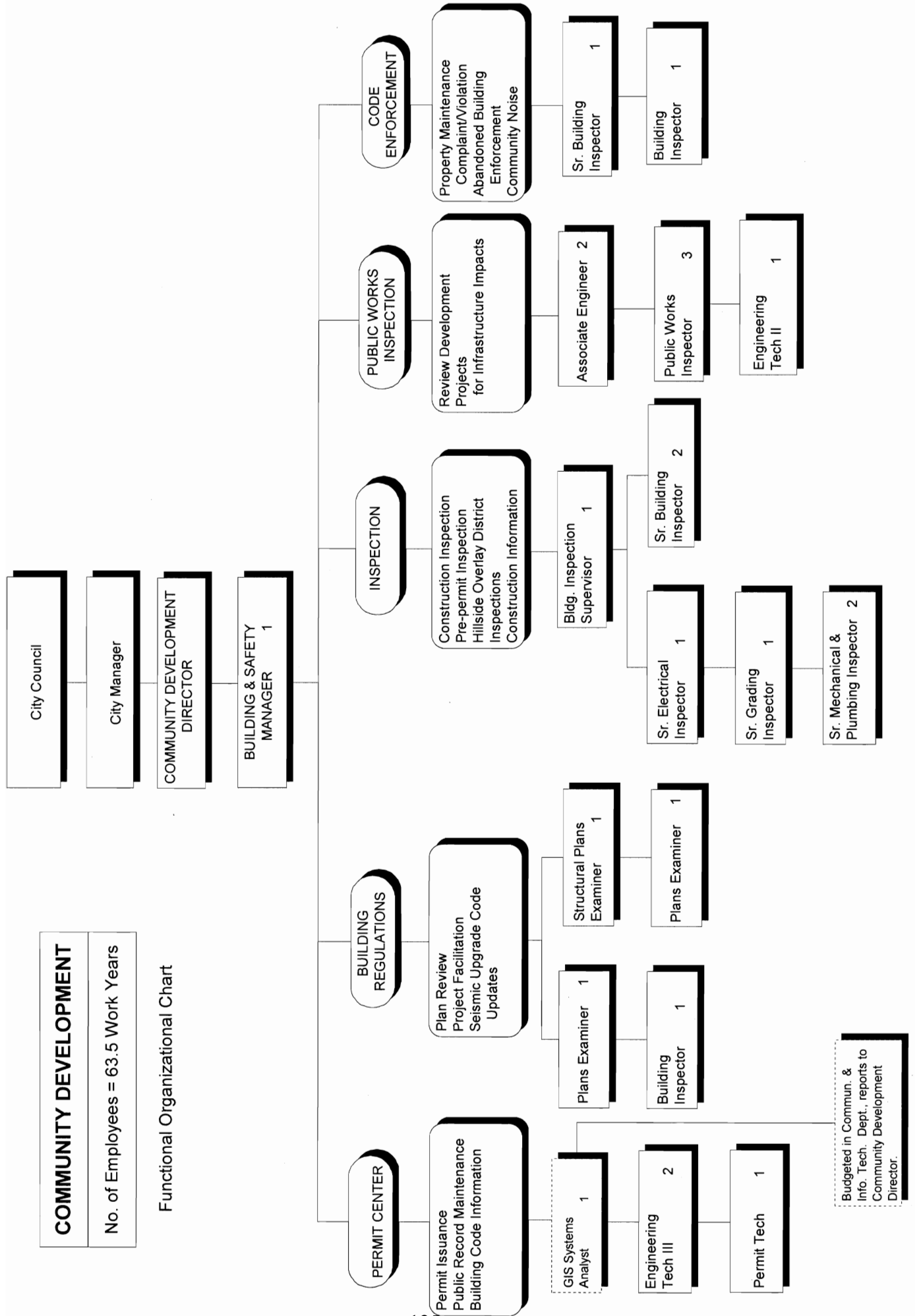
Functional Organizational Chart



COMMUNITY DEVELOPMENT

No. of Employees = 63.5 Work Years

Functional Organizational Chart



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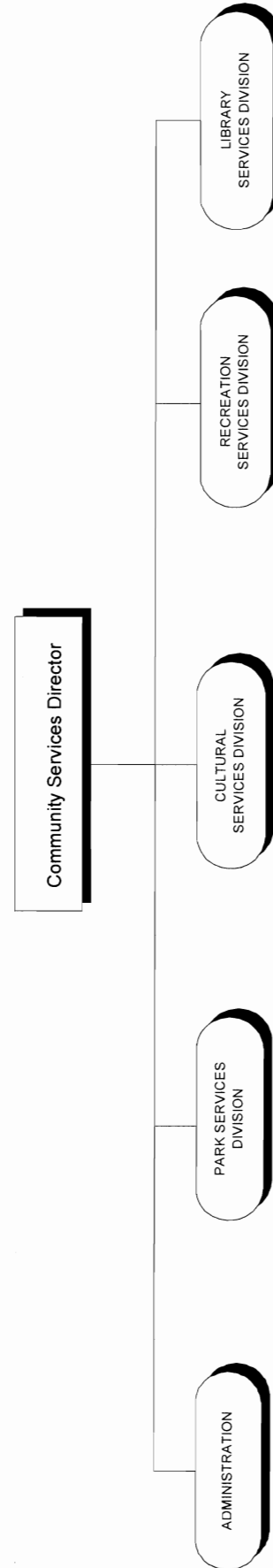
COMMUNITY SERVICES

Mission Statement: To enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources;

To provide materials and services in a variety of formats that satisfy the educational, informational, recreational and cultural needs of our diverse community. The Library supports lifelong independent learning and the individual's need for current, popular and informational materials; and

To serve as a center for community information, services and activities using traditional and innovative methods and technologies to provide quality Library collections, efficient services, and programs in easily accessible locations throughout the community.

DEPARTMENT ORGANIZATION



Community Services

MISSION STATEMENT

It is the mission of the Parks and Recreation Department to enrich the community through the provision of recreational, cultural and educational opportunities for persons of all ages and abilities; and to provide management, maintenance and stewardship of the City's public open space including parks, landscaped areas, and natural resources. We provide quality service in a cooperative, responsive and cost-effective manner.

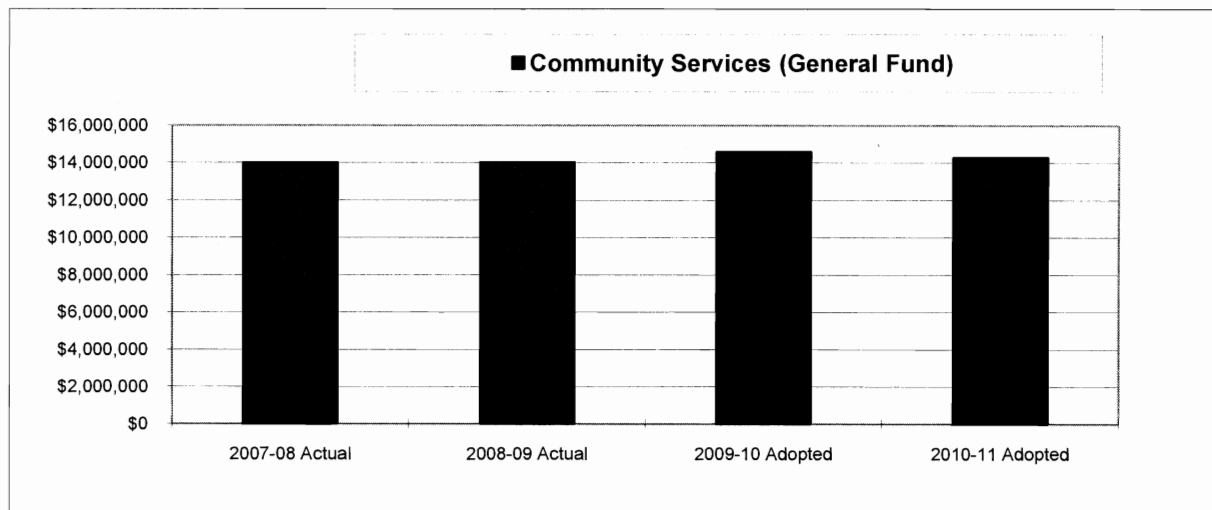
FUNCTIONAL RESPONSIBILITY

The functions of the Parks and Recreation Department include the provision of affordable leisure and learning opportunities for all citizens with an emphasis on serving the City's youth; the management and maintenance of public facilities and open space that result in a safe and enriching environment; and the delivery of a wide range of services and programs that recognize and respect the differences that exist in our diverse population, foster a sense of personal growth and belonging, and contribute to an improved quality of life within our community.

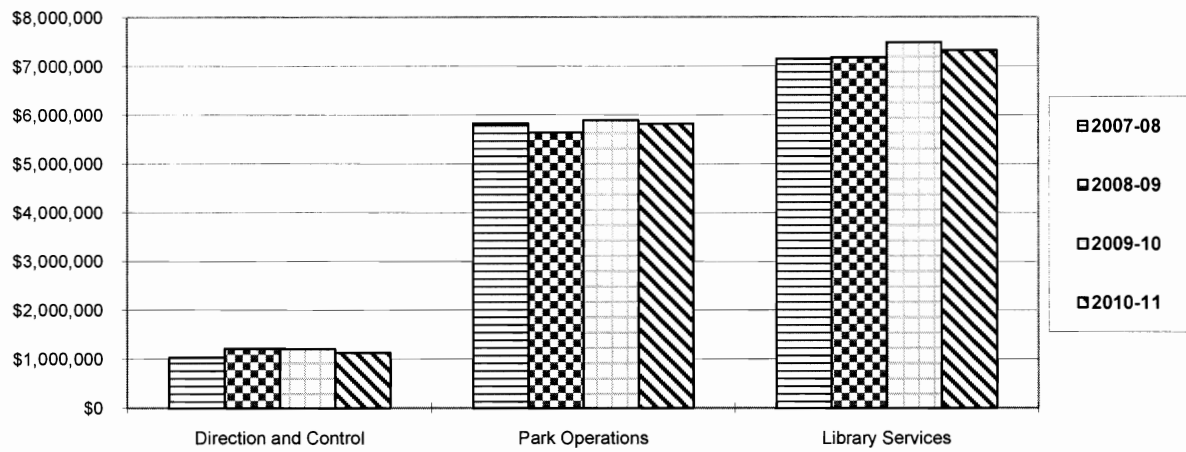
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund:				
Direction and Control	\$ 1,035,613	\$ 1,211,028	\$ 1,204,430	\$ 1,130,267
Park Operations	5,825,190	5,641,932	5,893,930	5,819,694
Library Services	7,147,660	7,174,783	7,485,924	7,320,805
General Fund Total	\$ 14,008,463	\$ 14,027,743	\$ 14,584,284	\$ 14,270,766
General Fund Revenues	\$ 567,538	\$ 514,033	\$ 475,951	\$ 638,969
Enterprise Funded:				
Recreation Services	5,385,900	5,575,481	6,230,810	6,258,180
Cultural Services	2,101,332	2,019,508	1,947,112	1,896,412
Parks & Recreation Enterprise Total	\$ 7,487,232	\$ 7,594,989	\$ 8,177,922	\$ 8,154,592
Parks & Recreation Enterprise Revenues	\$ 7,615,995	\$ 7,594,989	\$ 8,211,790	\$ 7,939,890

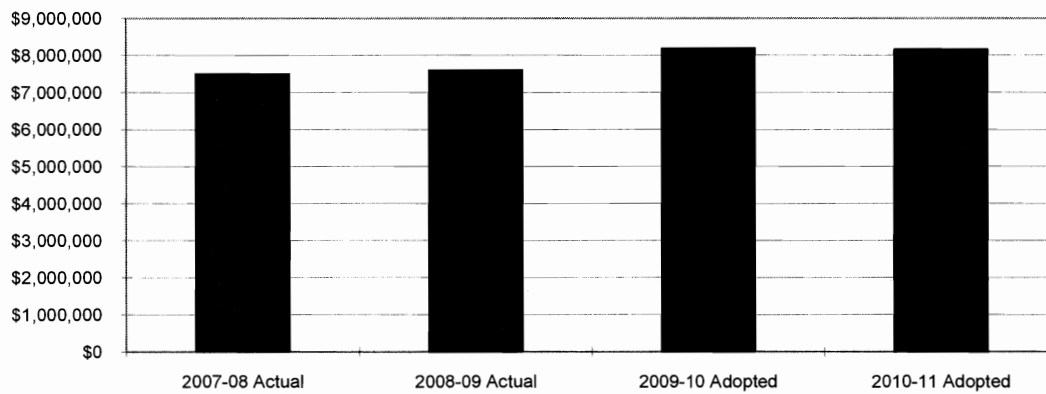
EXPENDITURES



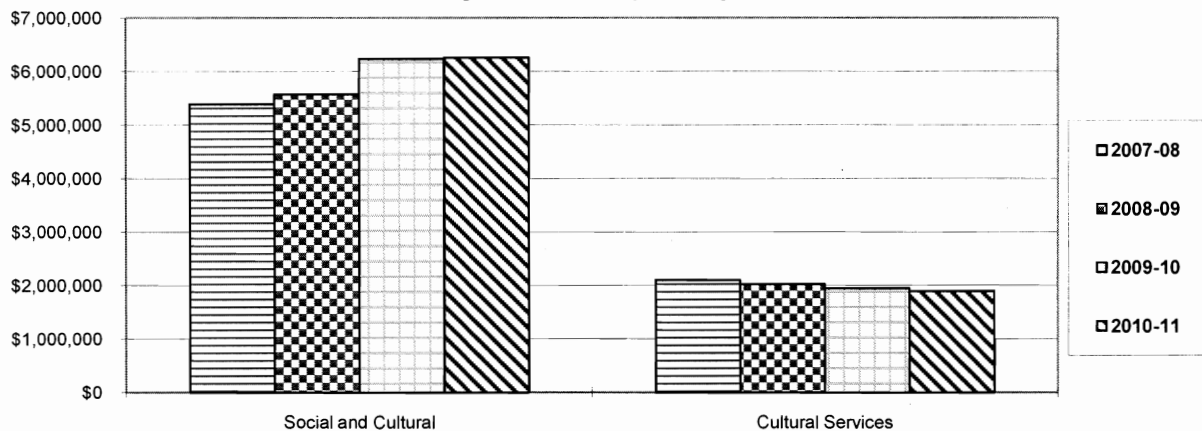
Community Services (General Fund)



Community Services (Enterprise Fund)



Community Services (Enterprise Fund)

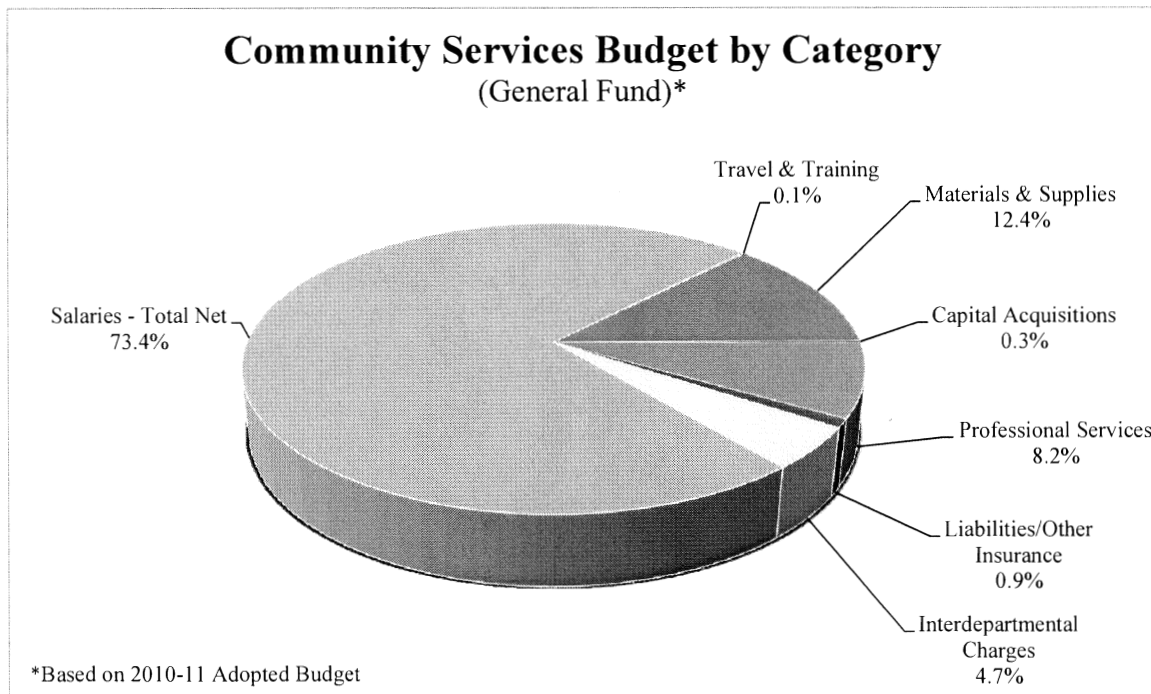


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 9,883,635	\$ 10,041,351	\$ 10,783,925	\$ 10,539,992
Overtime	146,480	144,773	46,300	43,132
Salaries - Total	10,030,115	10,186,124	10,830,225	10,583,124
Salaries - Reimbursements	(243,089)	(283,592)	(162,450)	(167,230)
Salaries - Labor Charges	26,186	52,969	52,615	54,435
Salaries - Total Net	9,813,212	9,955,501	10,720,390	10,470,329
Supplies and Services	4,155,435	4,054,521	3,826,894	3,763,437
Capital Outlay	39,816	17,721	37,000	37,000
General Fund Total	\$ 14,008,463	\$ 14,027,743	\$ 14,584,284	\$ 14,270,766

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 10,056,302	\$ 10,239,093	\$ 10,882,840	\$ 10,637,559
Salary & Benefit Reimbursements	(243,090)	(283,592)	(162,450)	(167,230)
Materials, Supplies and Maintenance	2,122,128	2,004,227	1,815,497	1,793,223
Professional Services/Contracts	1,174,002	1,194,760	1,194,826	1,174,577
Travel, Training & Membership Dues	20,473	14,072	20,486	20,486
Liabilities & Other Insurance	112,078	142,966	134,649	134,649
Interdepartmental Charges	548,829	592,577	567,752	558,885
Capital Acquisitions	39,816	17,721	37,000	37,000
Reimbursements from Other Funds	(27,287)	(25,728)	(23,800)	(23,800)
Operating Transfers Out	205,212	131,647	117,484	105,417
General Fund Total	\$ 14,008,463	\$ 14,027,743	\$ 14,584,284	\$ 14,270,766

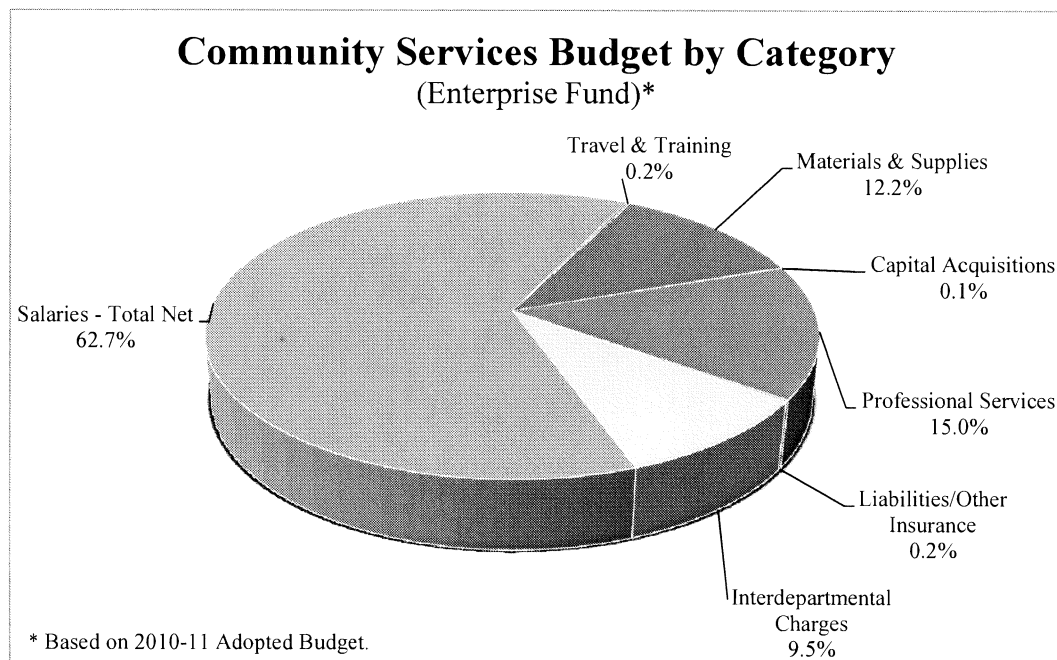


DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 4,737,741	\$ 4,971,350	\$ 5,259,097	\$ 5,201,797
Overtime	37,561	37,932	8,900	8,900
Salaries - Total	4,775,302	5,009,282	5,267,997	5,210,697
Salaries - Reimbursements	(204,101)	(209,695)	(224,040)	(110,200)
Salaries - Labor Charges	1,627	4,396	14,500	14,500
Salaries - Total Net	4,572,828	4,803,983	5,058,457	5,114,997
Supplies and Services	2,914,237	2,791,006	3,110,965	3,031,095
Capital Outlay	167	-	8,500	8,500
Total Parks & Recreation Enterprise Fund	\$ 7,487,232	\$ 7,594,989	\$ 8,177,922	\$ 8,154,592

DEPARTMENT BUDGET (PARKS & RECREATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 4,776,929	\$ 5,013,678	\$ 5,282,497	\$ 5,225,197
Salary & Benefit Reimbursements	(204,101)	(209,695)	(224,040)	(110,200)
Materials, Supplies and Maintenance	883,579	834,103	994,069	994,069
Professional Services/Contracts	1,347,483	1,085,785	1,254,969	1,222,169
Travel, Training & Membership Dues	18,781	11,096	20,020	19,920
Depreciation and Amortization	2,784	2,831	-	-
Liabilities & Other Insurance	14,196	23,418	18,421	18,421
Interdepartmental Charges	573,786	767,489	762,518	727,001
Capital Acquisitions	167	-	8,500	8,500
Asset Contra Account	-	-	-	-
Reimbursements from Other Funds	-	-	(100)	(100)
Operating Transfers Out	73,628	66,284	61,068	49,615
Total Parks & Recreation Enterprise Fund	\$ 7,487,232	\$ 7,594,989	\$ 8,177,922	\$ 8,154,592



COMMUNITY SERVICES
DEPARTMENT PERSONNEL SUMMARY

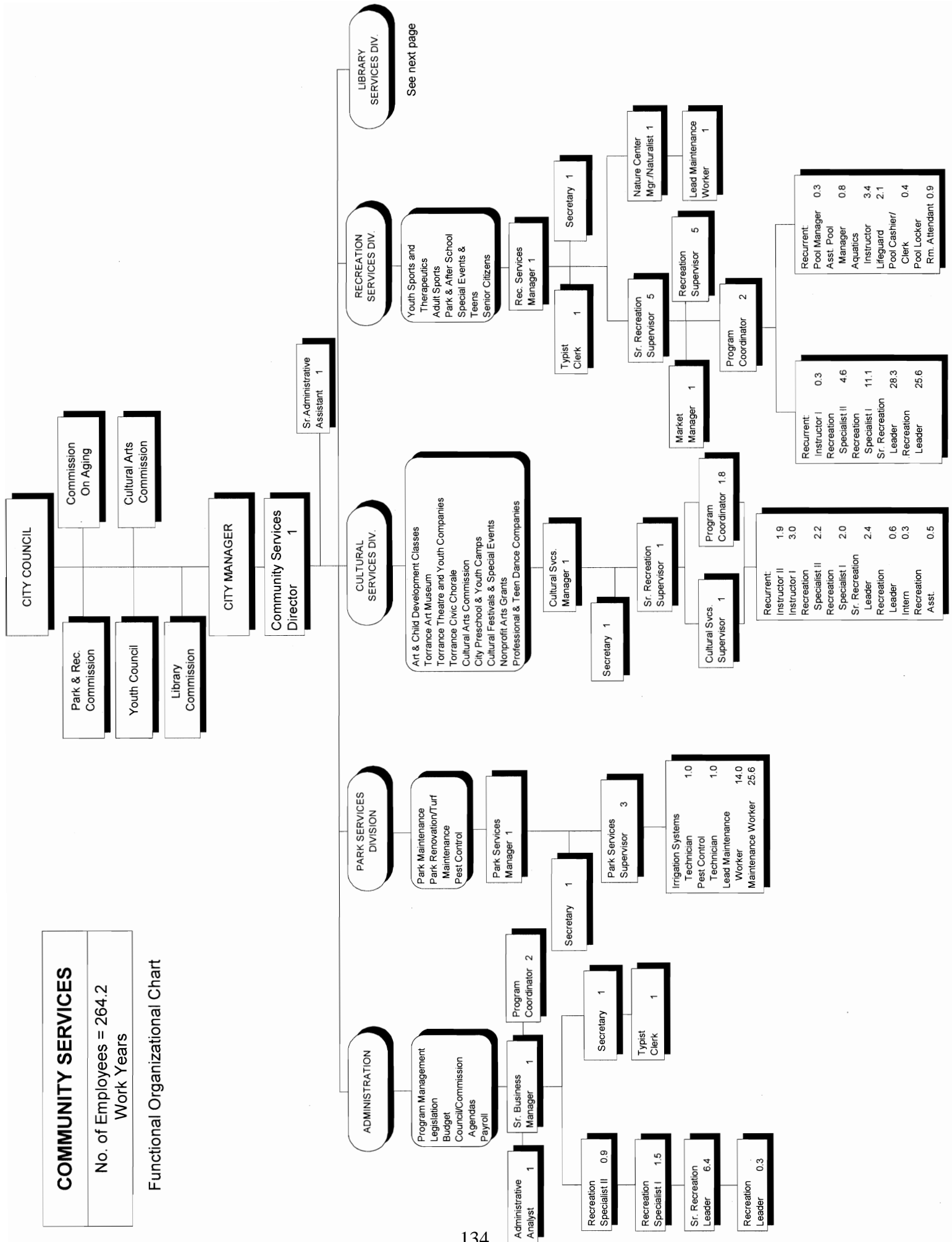
Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Community Services Director	1.0	1.0	1.0	1.0
Senior Business Manager	1.0	1.0	1.0	1.0
Administrative Analyst	1.0	1.0	1.0	1.0
Program Coordinator	2.0	2.0	2.0	2.0
Senior Administrative Assistant	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	1.0
Recreation Specialist II	0.9	0.9	0.9	0.9
Recreation Specialist	1.6	1.6	1.5	1.5
Senior Recreation Leader	7.4	7.4	7.3	6.4
Recreation Leader	0.3	0.3	0.3	0.3
Park Services Manager	1.0	1.0	1.0	1.0
Park Services Supervisor	3.0	3.0	3.0	3.0
Sprinkler and Backflow Technician	1.0	1.0	-	-
Irrigation Systems Technician	-	-	1.0	1.0
Pest Control Applicator	2.0	1.0	-	-
Pest Control Technician	-	-	1.0	1.0
Senior Groundskeeper	14.0	14.0	-	-
Lead Maintenance Worker	-	-	14.0	14.0
Groundskeeper	26.6	26.6	-	-
Maintenance Worker	-	-	26.6	25.6
Secretary	3.0	3.0	3.0	3.0
Typist Clerk	2.0	2.0	2.0	1.0
City Librarian	1.0	1.0	1.0	1.0
Principal Librarian	1.0	1.0	1.0	1.0
Senior Librarian	7.0	7.0	7.0	7.0
Librarian	13.5	13.5	13.5	13.5
Library Assistant II	12.0	12.0	12.0	12.0
Library Assistant I	10.0	10.0	10.0	8.0
Senior Aide	0.5	-	-	-
Junior Library Clerk I - recurrent	17.5	17.5	17.5	17.5
Junior Library Clerk II - recurrent	5.0	5.0	5.0	5.0
Library Page - recurrent	19.5	20.0	20.0	20.0
Total General Fund	155.8	154.8	154.6	149.7

Parks and Recreation Enterprise Fund	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Recreation Programs Manager	1.0	1.0	1.0	1.0
Cultural Services Manager	1.0	1.0	1.0	1.0
Senior Recreation Supervisor	6.0	6.0	6.0	6.0
Recreation Supervisor	6.0	6.0	6.0	6.0
Program Coordinator	3.8	3.8	3.8	3.8
Market Manager	1.0	1.0	1.0	1.0
Nature Center Manager	1.0	1.0	1.0	1.0
Senior Groundskeeper	1.0	1.0	-	-
Lead Maintenance Worker	-	-	1.0	1.0
Secretary	2.0	2.0	2.0	2.0
Typist Clerk	1.0	1.0	1.0	1.0
Recreation Specialist II	6.8	6.8	6.8	6.8
Recreation Specialist I	13.2	13.2	13.1	13.1
Senior Recreation Leader	33.3	33.3	30.7	30.7
Recreation Leader	26.9	26.9	26.2	26.2
Recreation Assistant	0.5	0.5	0.5	0.5
Pool Manager	0.3	0.3	0.3	0.3
Assistant Pool Manager	0.8	0.8	0.8	0.8
Instructor II	2.2	2.2	1.9	1.9
Instructor I	3.3	3.3	3.3	3.3
Intern	0.3	0.3	0.3	0.3
Aquatics Instructor	3.4	3.4	3.4	3.4
Lifeguard	2.1	2.1	2.1	2.1
Pool Cashier/Clerk	0.4	0.4	0.4	0.4
Pool Locker Room Attendant	0.9	0.9	0.9	0.9
Total Parks & Recreation Enterprise Fund	118.2	118.2	114.5	114.5
Grand Total	274.0	273.0	269.1	264.2

COMMUNITY SERVICES

No. of Employees = 264.2
Work Years

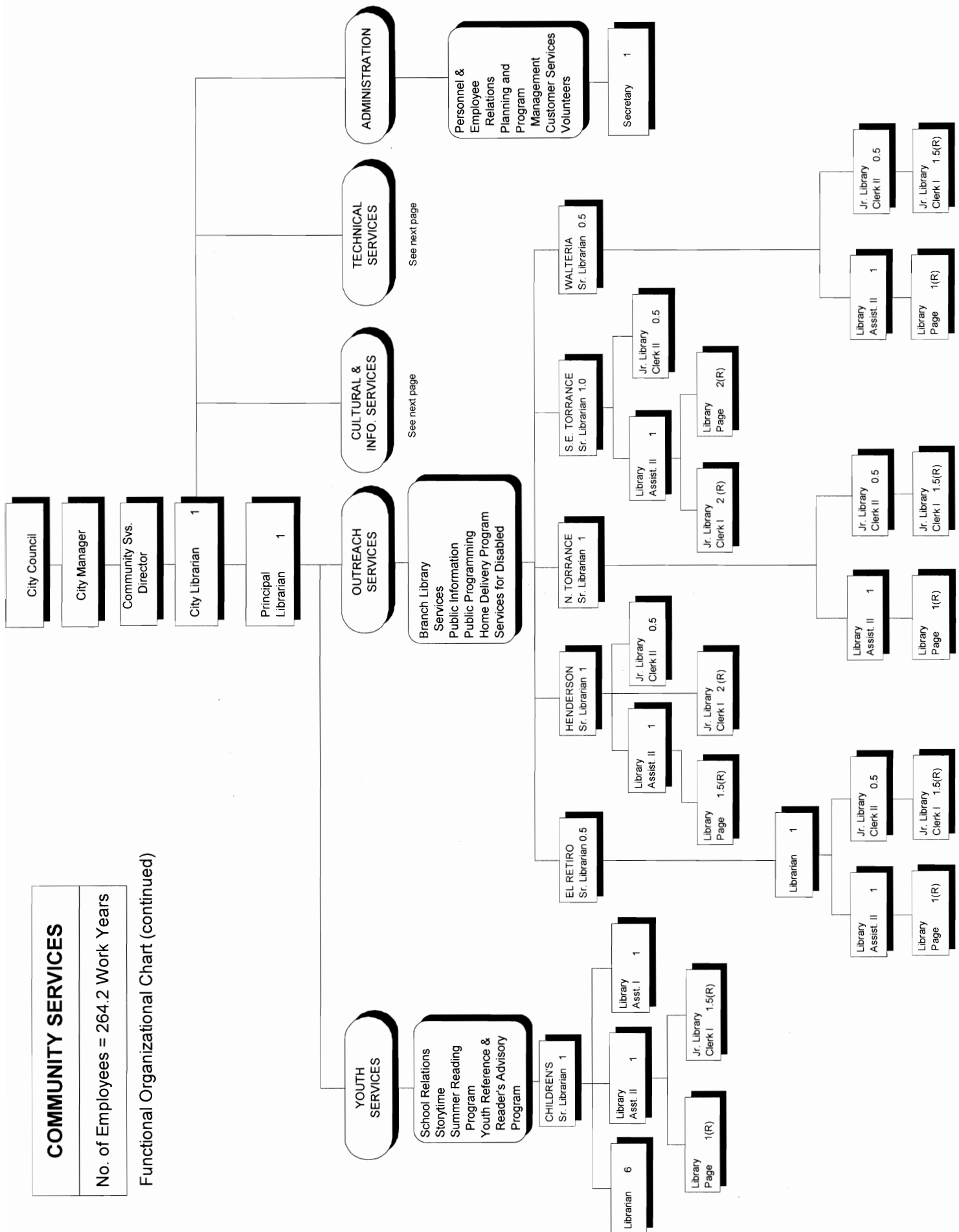
Functional Organizational Chart



COMMUNITY SERVICES	No. of Employees = 264.2 Work Years
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No. of Employees = 264.2 Work Years

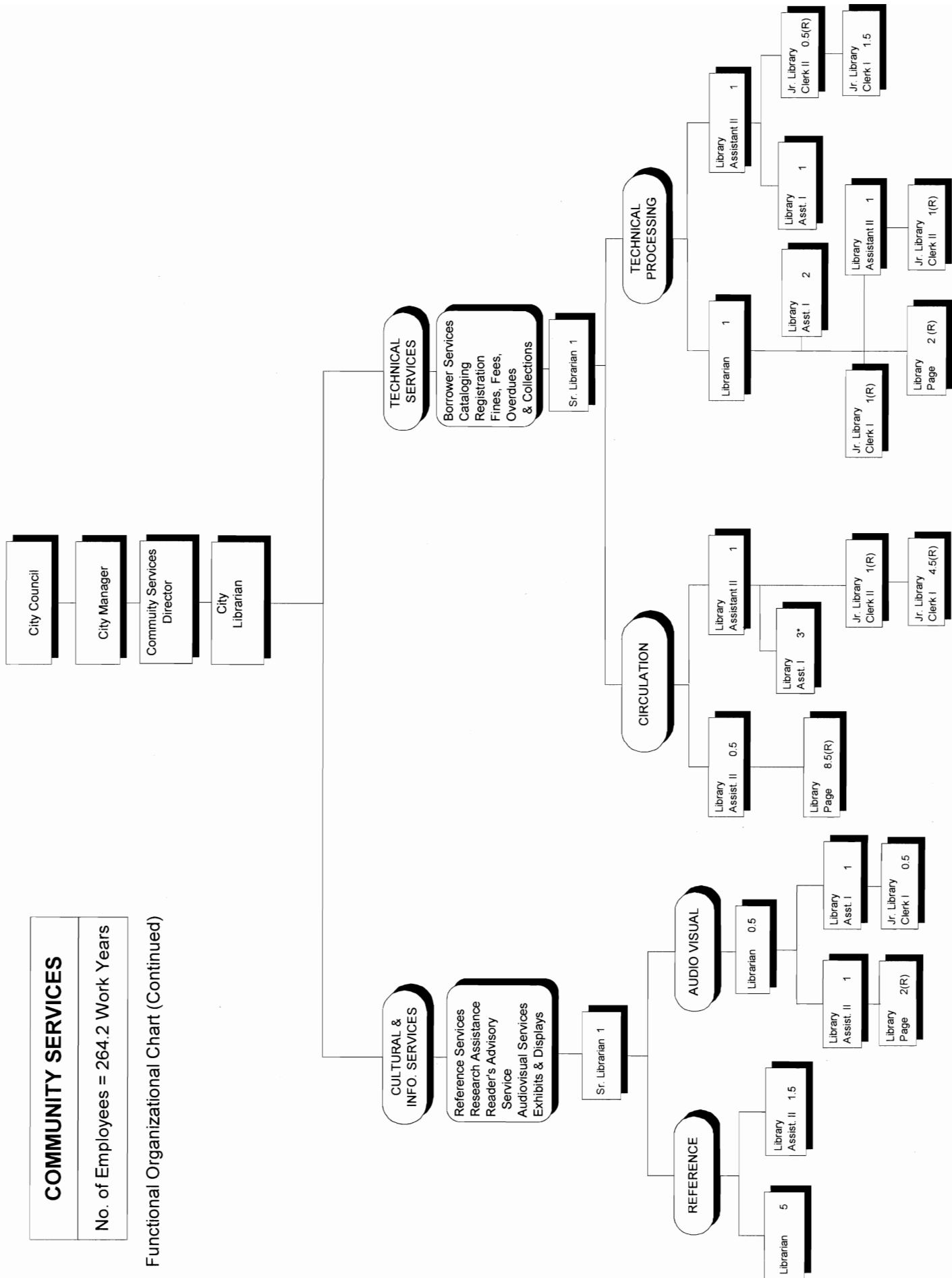
Functional Organizational Chart (continued)



City Council

City Manager

Functional Organizational Chart (Continued)



*Note - 1.0 Library Assistant I position held through 6-30-11 pending reduction of vacation accrual by 9 hours.

FINANCE

Mission Statement. To provide and support the Torrance Community with Sound Financial Advice in a timely, cost effective and professional manner.

DEPARTMENT ORGANIZATION

Finance Director

OPERATIONS

OFFICE OF
THE DIRECTOR

Finance

MISSION STATEMENT

Protect the City's Assets While Providing and Supporting the Torrance Community with Sound Financial Advice in a Timely, Cost-Effective and Professional Manner.

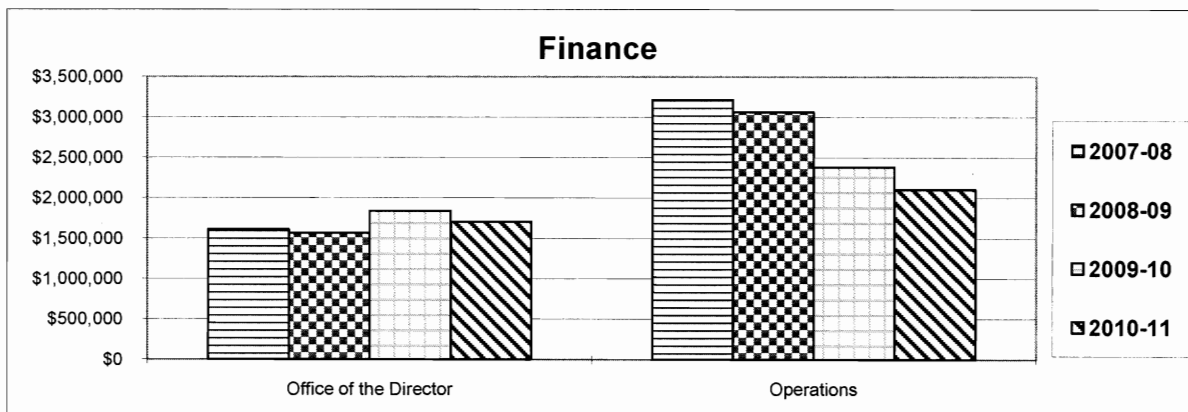
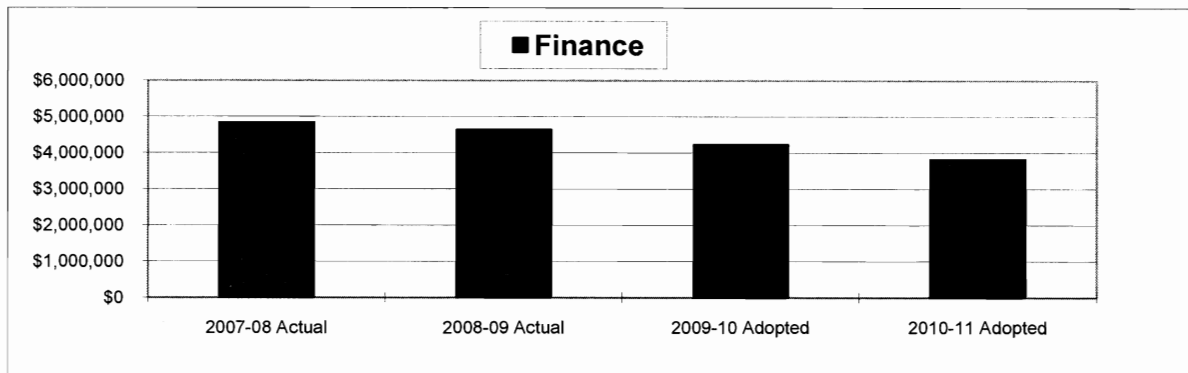
FUNCTIONAL RESPONSIBILITIES

The function of the Finance Department is to be responsible for the financial administration, budgeting, purchasing, accounting and auditing of City fiscal resources, the issuing of business licenses, and the billing and collection of all monies due the City. The Finance Director assists the City Manager in preparing and administering the operating and capital improvement budgets, serves as advisor to the Land Management Team, and presents to the City Council, through the City Manager, an annual audited statement of the City's financial condition, prepared in accordance with governmental reporting standards promulgated by the Governmental Accounting Standards Board (GASB).

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Office of the Director	\$ 1,613,523	\$ 1,567,670	\$ 1,841,487	\$ 1,707,478
Operations	3,213,276	3,063,414	2,383,788	2,109,123
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 4,225,275	\$ 3,816,601
General Fund Revenues	\$ -	\$ -	\$ -	\$ -

EXPENDITURES



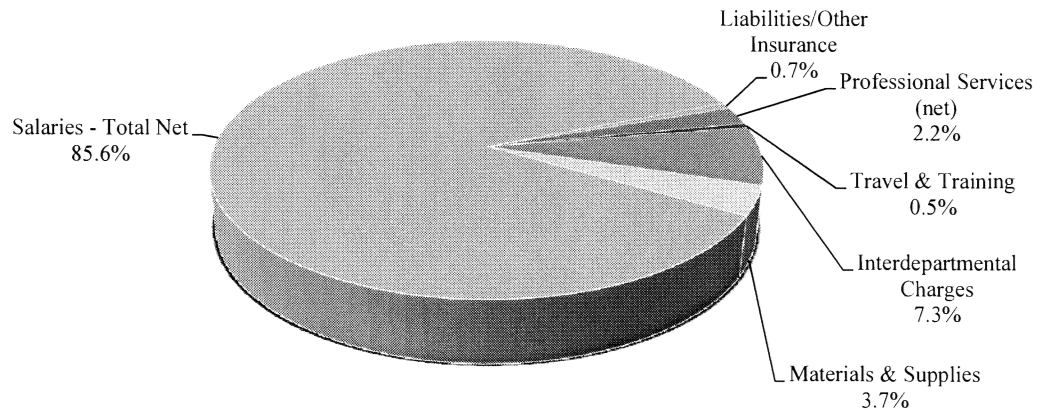
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,541,502	\$ 3,429,464	\$ 4,233,419	\$ 3,878,735
Overtime	40,856	33,281	66,000	47,084
Salaries - Total	3,582,358	3,462,745	4,299,419	3,925,819
Salaries - Reimbursements	(571,945)	(621,028)	(644,385)	(660,455)
Salaries - Labor Charges	5,707	4,228	500	500
Salaries - Total Net	3,016,120	2,845,945	3,655,534	3,265,864
Supplies and Services	1,810,679	1,783,714	569,741	550,737
Capital Outlay	-	1,425	-	-
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 4,225,275	\$ 3,816,601

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 3,588,064	\$ 3,466,973	\$ 4,299,919	\$ 3,926,319
Salary & Benefit Reimbursements	(571,944)	(621,028)	(644,385)	(660,455)
Materials, Supplies and Maintenance	128,605	113,026	140,005	139,847
Professional Services/Contracts	586,251	497,266	562,099	562,099
Travel, Training & Membership Dues	9,012	14,950	20,670	20,570
Liabilities & Other Insurance	11,460	11,460	26,803	26,803
Interdepartmental Charges	169,250	241,498	234,902	220,283
Capital Acquisitions	-	1,425	-	-
Reimbursements from Other Funds	(412,240)	(460,712)	(476,940)	(476,940)
Operating Transfers Out	1,318,341	1,366,226	62,202	58,075
General Fund Total	\$ 4,826,799	\$ 4,631,084	\$ 4,225,275	\$ 3,816,601

Finance Budget by Category (General Fund)*



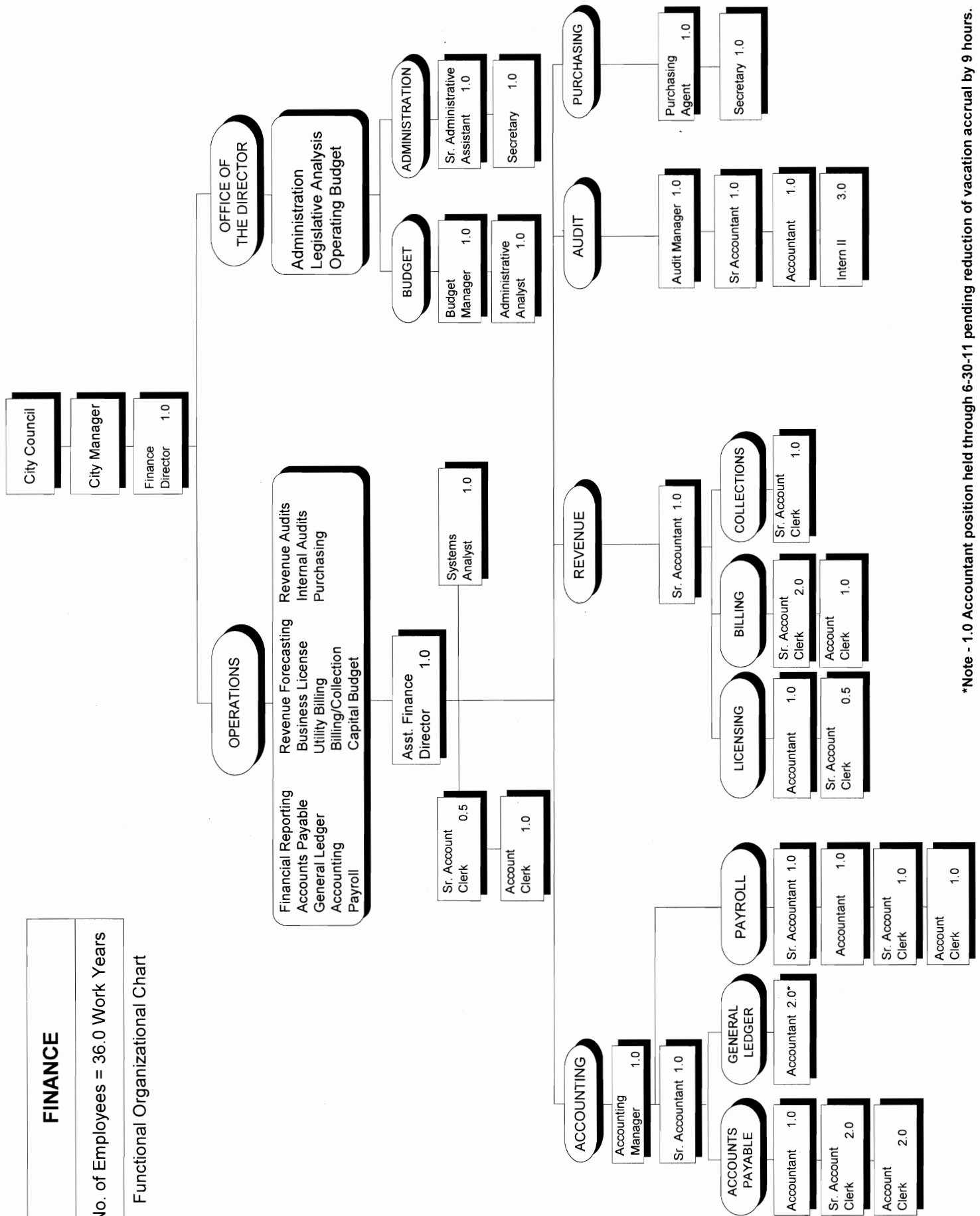
*Based on 2010-11 Adopted Budget

FINANCE
DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Finance Director	1.0	1.0	1.0	1.0
Assistant Finance Director	1.0	1.0	1.0	1.0
Accounting Manager	1.0	1.0	1.0	1.0
Audit Manager	1.0	1.0	1.0	1.0
Budget Manager	1.0	1.0	1.0	1.0
Purchasing Agent	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0
Senior Accountant	4.0	4.0	4.0	4.0
Accountant	7.0	7.0	7.0	6.0
Administrative Analyst	1.0	1.0	1.0	1.0
Buyer	2.0	2.0	1.0	-
Senior Administrative Assistant	-	-	-	1.0
Administrative Secretary	1.0	1.0	1.0	-
Senior Account Clerk	7.0	7.0	7.0	7.0
Account Clerk	5.4	6.3	6.0	5.0
Secretary	2.0	2.0	2.0	2.0
Typist Clerk II	1.0	-	-	-
Intern	3.0	3.0	3.0	3.0
Total	40.4	40.3	39.0	36.0

FINANCE	
No. of Employees = 36.0 Work Years	

Functional Organizational Chart



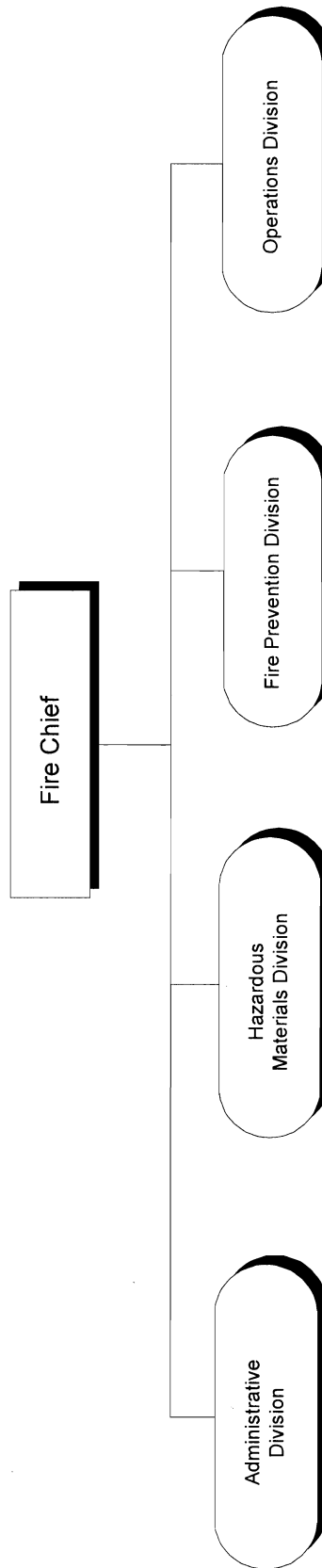
*Note - 1.0 Accountant position held through 6-30-11 pending reduction of vacation accrual by 9 hours.

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FIRE

Mission Statement: To protect the community and provide for Life Safety, Environmental Protection, and Property Conservation through Education , Hazard Protection and Emergency Response.
We are committed to the highest standards of Professionalism and Integrity that are the tradition of the Fire Service.

DEPARTMENT ORGANIZATION



Fire

MISSION STATEMENT

We are dedicated to protecting the community and providing for Life Safety, Environmental Protection, and Property Conservation through Education, Hazard Reduction, and Emergency Response.
We are committed to the highest standards of Professionalism and Integrity that are the Tradition of the Fire Service.

FUNCTIONAL RESPONSIBILITIES

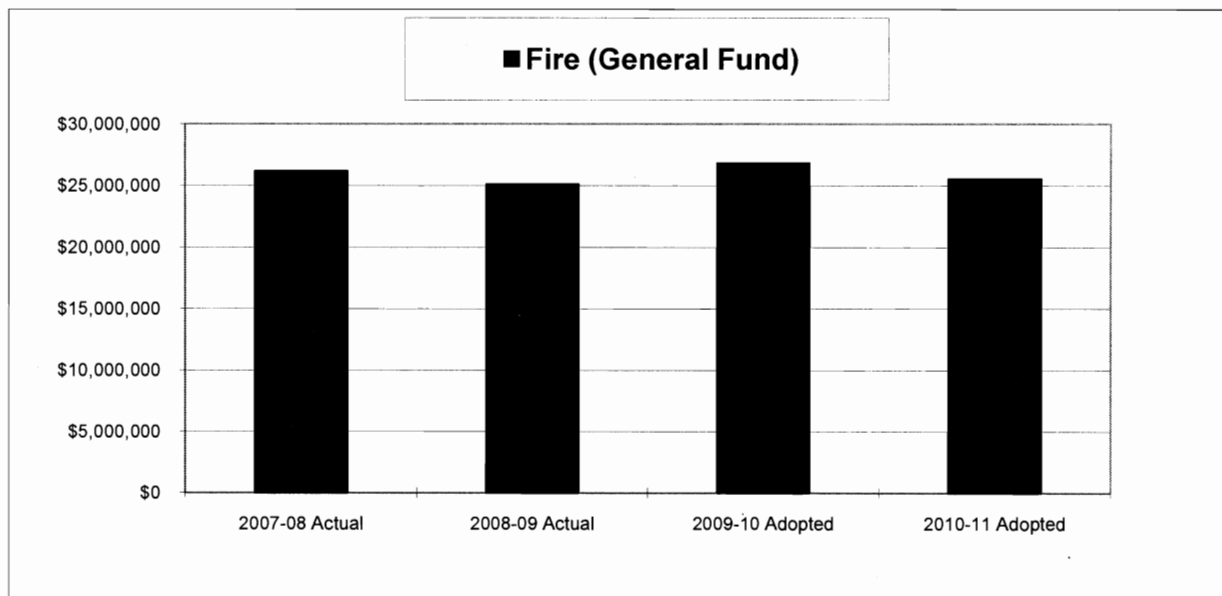
The function of the Fire Department is to ensure the safety of life and property from fires, explosions, hazardous conditions and natural disasters occurring within the City of Torrance, and the inspection and correction of any fire or life hazard found; to enforce the penal provisions of ordinances of the city and laws of the State and Federal governments; to investigate, gather, and preserve evidence, apprehend and prosecute arsonists; to educate the public on fire prevention, fire safety, CPR (cardiopulmonary resuscitation) and first aid; and to provide emergency medical care for life-threatening or traumatic injuries.

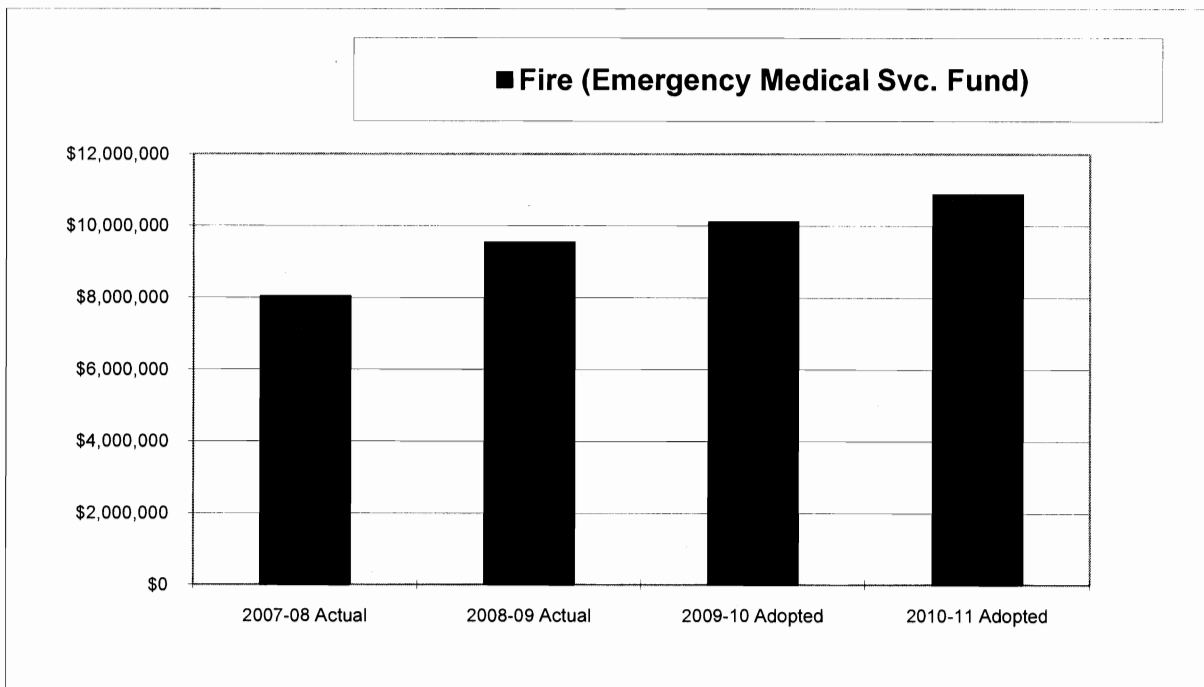
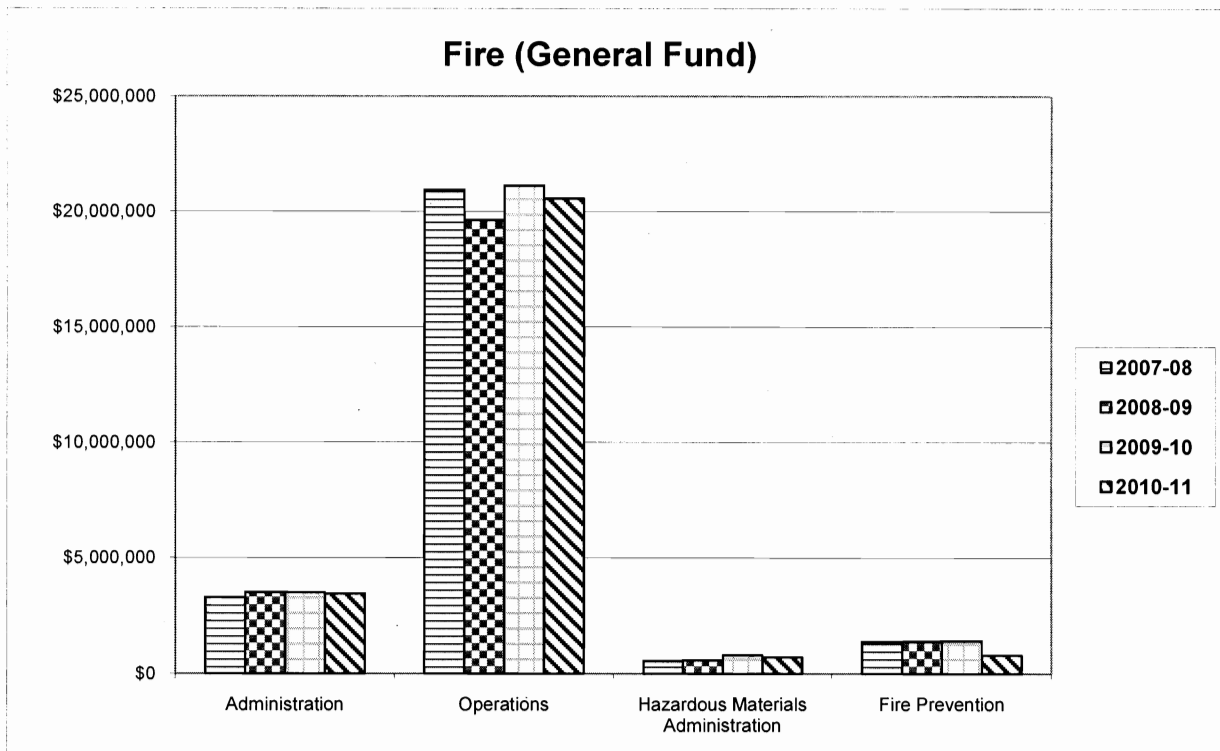
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Administration	\$ 3,293,377	\$ 3,511,413	\$ 3,491,037	\$ 3,449,949
Operations	20,934,993	19,638,465	21,121,528	20,560,128
Hazardous Materials Administration	545,382	578,667	794,391	721,265
Fire Prevention	1,381,468	1,383,459	1,407,200	803,550
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,814,156	\$ 25,534,892
General Fund Revenues	\$ 1,241,211	\$ 1,221,847	\$ 1,764,129	\$ 1,961,287
Emergency Medical Services Fund				
Emergency Medical Services Expenditures	\$ 8,031,138	\$ 9,530,596	\$ 10,107,459	\$ 10,868,059
Emergency Medical Services Revenues	\$ 8,031,138	\$ 9,532,483	\$ 10,107,459	\$ 10,868,059

Note - The Emergency Medical Services fund was created in 2003-04.

EXPENDITURES



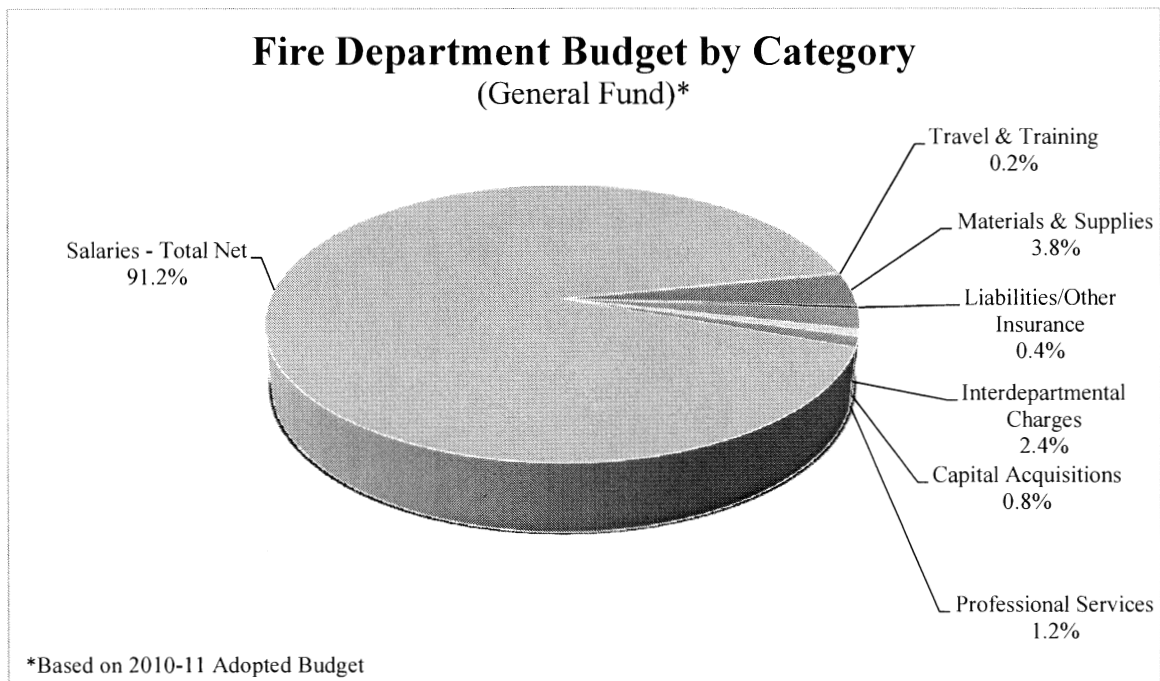


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 20,505,495	\$ 19,468,165	\$ 22,144,020	\$ 20,964,342
Overtime	3,530,281	3,426,440	2,685,200	2,597,878
Salaries - Total	24,035,776	22,894,605	24,829,220	23,562,220
Salaries - Reimbursements	(1,200)	(1,800)	-	-
Salaries - Labor Charges	10,710	13,924	11,880	12,416
Salaries - Total Net	24,045,286	22,906,729	24,841,100	23,574,636
Supplies and Services	1,874,895	2,027,327	1,769,526	1,756,726
Capital Outlay	235,039	177,948	203,530	203,530
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,814,156	\$ 25,534,892

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 24,046,486	\$ 22,908,529	\$ 24,841,100	\$ 23,574,636
Salary & Benefit Reimbursements	(1,200)	(1,800)	-	-
Materials, Supplies and Maintenance	1,119,584	1,079,484	977,399	972,381
Professional Services/Contracts	230,610	199,779	290,791	314,991
Travel, Training & Membership Dues	45,028	45,979	47,630	50,630
Liabilities & Other Insurance	46,279	44,616	95,046	95,046
Interdepartmental Charges	463,560	507,430	483,110	466,338
Capital Acquisitions	235,039	177,948	203,530	203,530
Reimbursements from Other Funds	(229,652)	(230,697)	(279,652)	(279,652)
Interfund Loan Principal Repayment	-	-	-	-
Operating Transfers Out	199,486	380,736	155,202	136,992
General Fund Total	\$ 26,155,220	\$ 25,112,004	\$ 26,814,156	\$ 25,534,892

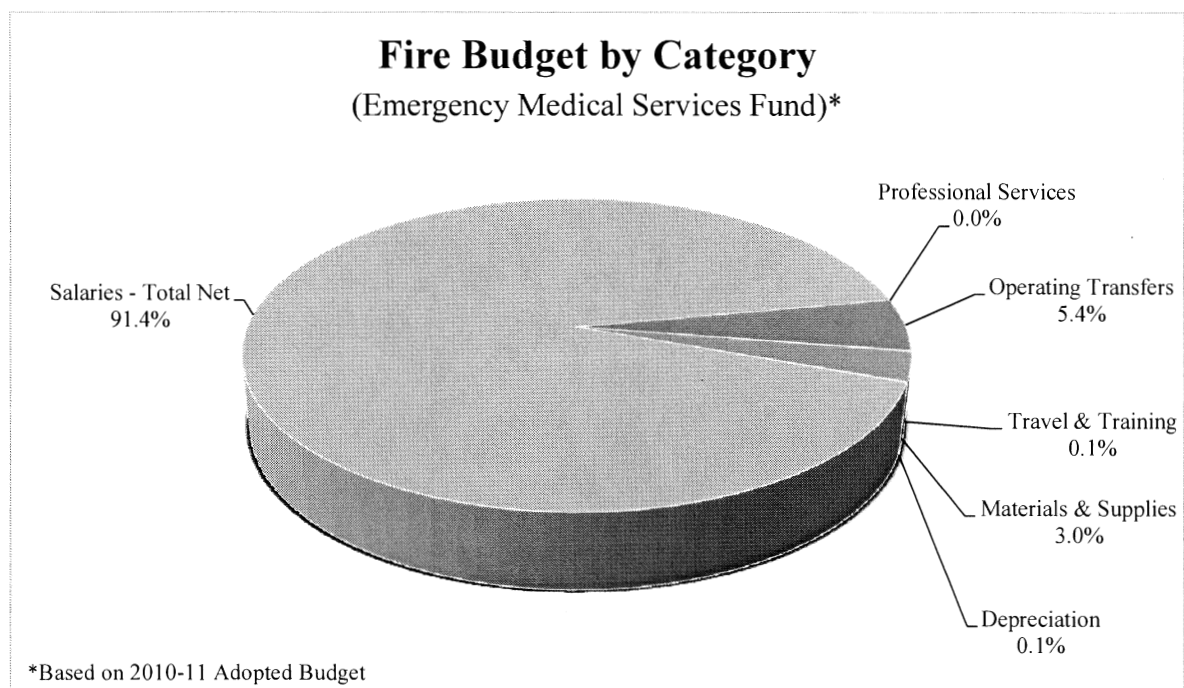


DEPARTMENT BUDGET (EMERGENCY MEDICAL SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 6,415,879	\$ 7,405,004	\$ 8,247,477	\$ 8,505,177
Overtime	1,291,620	1,760,659	1,512,000	1,432,900
Salaries - Total	7,707,499	9,165,663	9,759,477	9,938,077
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	-	-	-	-
Salaries - Total Net	7,707,499	9,165,663	9,759,477	9,938,077
Supplies and Services	294,688	324,113	291,982	873,982
Capital Outlay	28,951	40,820	56,000	56,000
Emergency Medical Services Total	\$ 8,031,138	\$ 9,530,596	\$ 10,107,459	\$ 10,868,059

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 7,707,499	\$ 9,165,663	\$ 9,759,477	\$ 9,938,077
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	244,503	322,904	326,982	325,982
Professional Services/Contracts	45,899	528	1,000	1,000
Travel, Training & Membership Dues	18,358	19,091	10,000	10,000
Depreciation & Amortization	6,443	10,441	10,000	10,000
Liabilities & Other Insurance	-	-	-	-
Interdepartmental Charges	-	-	-	-
Capital Acquisitions	28,951	40,820	56,000	56,000
Reimbursements from Other Funds	(20,515)	(31,527)	(56,000)	(56,000)
Operating Transfers Out	-	2,676	-	583,000
Emergency Medical Services Total	\$ 8,031,138	\$ 9,530,596	\$ 10,107,459	\$ 10,868,059



**FIRE
DEPARTMENT PERSONNEL SUMMARY**

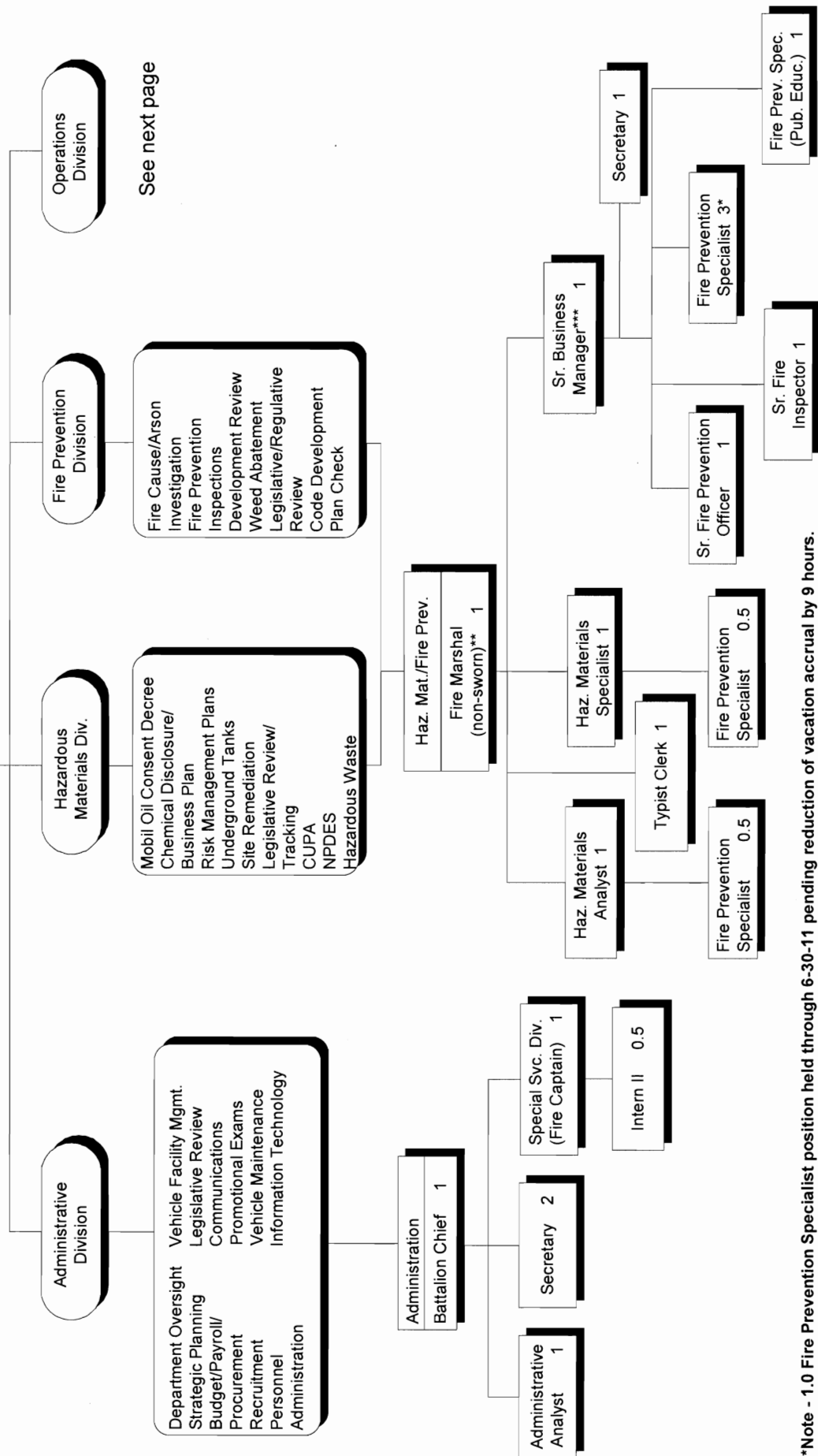
Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Fire Chief	1.0	1.0	1.0	1.0
Deputy Fire Chief	-	-	1.0	1.0
Operations Division Chief	1.0	1.0	-	-
Battalion Chiefs:				
Administrative Chief	1.0	1.0	1.0	1.0
Fire Marshall	1.0	1.0	1.0	-
Platoon Commander	3.0	3.0	3.0	3.0
Fire Captains:	-	-	-	-
Assistant Fire Marshall	1.0	1.0	1.0	-
Training Officer	1.0	1.0	1.0	1.0
Special Services	1.0	1.0	1.0	1.0
Company Commander	27.0	27.0	27.0	27.0
Fire Engineer	30.0	30.0	30.0	27.0
Senior Fire Inspector	1.0	1.0	1.0	1.0
Fire Inspector (FF)	1.0	-	-	-
Fire Fighter	45.0	40.0	39.0	36.0
Operations Manager	-	-	-	1.0
Sr. Business Manager	-	-	-	1.0
Senior Fire Prevention Officer	1.0	1.0	1.0	1.0
Hazardous Materials Analyst	1.0	1.0	1.0	1.0
Hazardous Materials Specialist	1.0	1.0	1.0	1.0
Fire Prevention Specialist	-	-	-	5.0
Fire Prevention Officer	4.0	4.0	4.0	-
Services Officer	-	-	1.0	-
Administrative Analyst	1.0	1.0	2.0	1.0
Secretary	3.0	3.0	3.0	3.0
Typist Clerk	1.0	1.0	1.0	1.0
Intern	1.5	1.0	0.5	0.5
Total General Fund	127.5	121.0	121.5	114.5
Emergency Medical Services Fund				
Fire Captain (Paramedic Coordinator)	1.0	1.0	1.0	1.0
Fire Fighter	42.0	48.0	48.0	48.0
Emergency Medical Services Nurse	1.0	1.0	1.0	1.0
	44.0	50.0	50.0	50.0
Department Total	171.5	171.0	171.5	164.5

FIRE	
No. of Employees = 164.5 Work Years	

Functional Organizational Chart

Sworn: 148.0 Employees

Non-sworn: 16.5 Employees



*Note - 1.0 Fire Prevention Specialist position held through 6-30-11 pending reduction of vacation accrual by 9 hours.

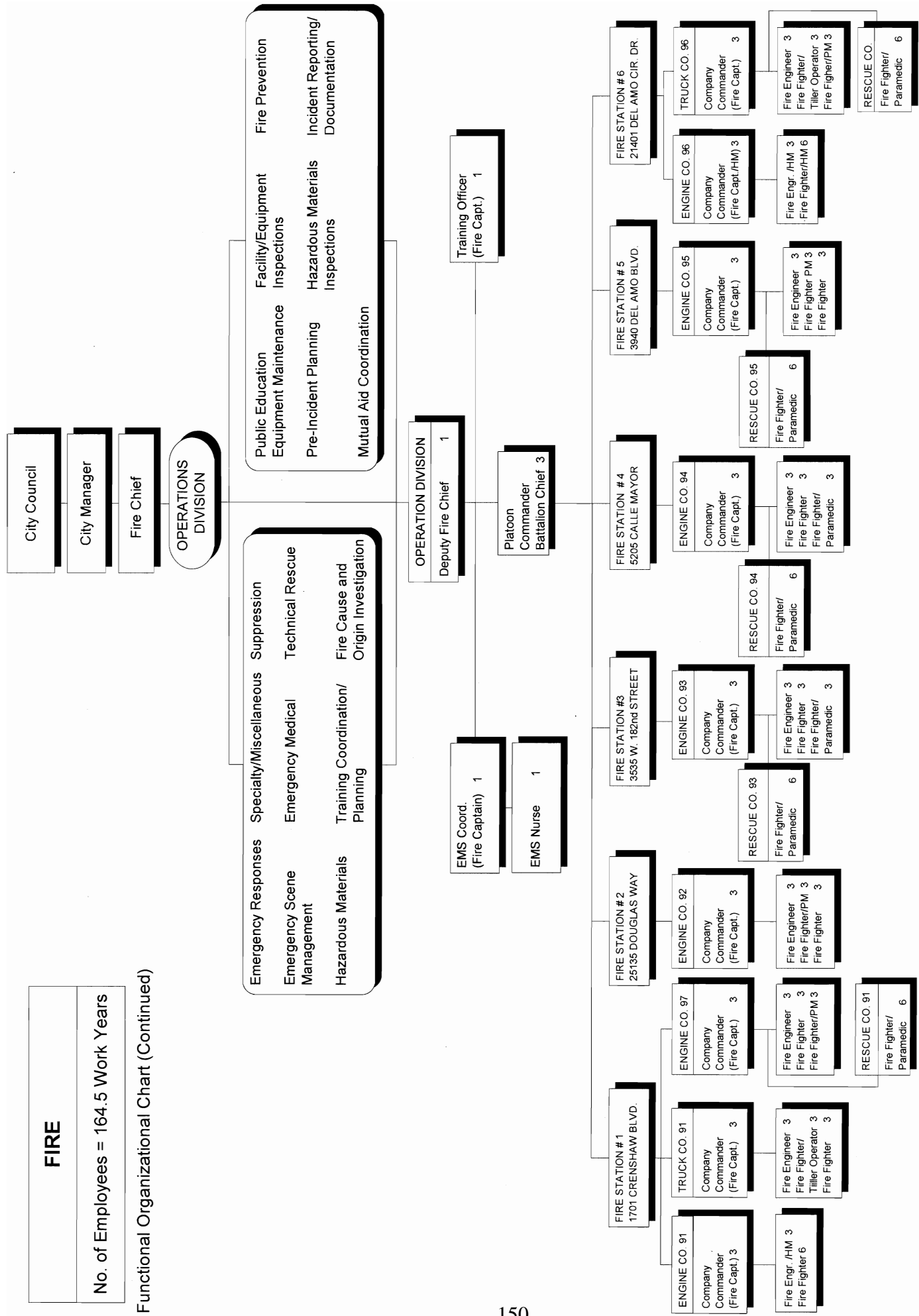
**Note - 1.0 Fire Marshal position deleted through attrition.

***Note - 1.0 Assistant Fire Marshal position deleted through attrition.

FIRE

No. of Employees = 164.5 Work Years

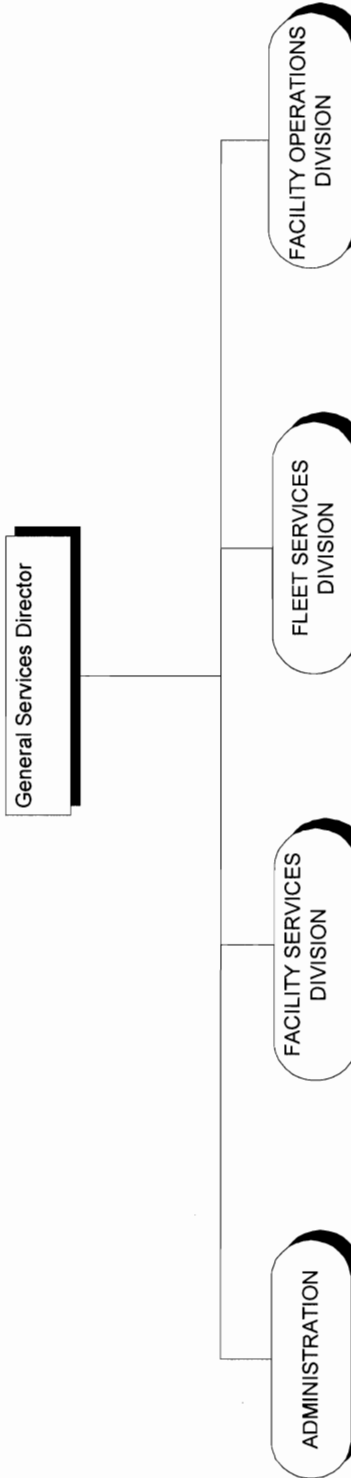
Functional Organizational Chart (Continued)



GENERAL SERVICES

Mission Statement: To provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of the City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

DEPARTMENT ORGANIZATION



General Services

MISSION STATEMENT

The mission of the Department of General Services is to provide quality services that support City departments in a manner which enable them to carry out their community missions; to provide these services in a cost effective and efficient manner which best serves the operational needs of City departments and the community. The General Services Director also directs the activities of Zamperini Field - Torrance Municipal Airport.

FUNCTIONAL RESPONSIBILITIES

Functional responsibilities of the Department are to maintain all City buildings and building systems in good, presentable, clean condition; and to provide a healthy, comfortable environment within the buildings in a manner which meets the operational needs of City departments and the community.

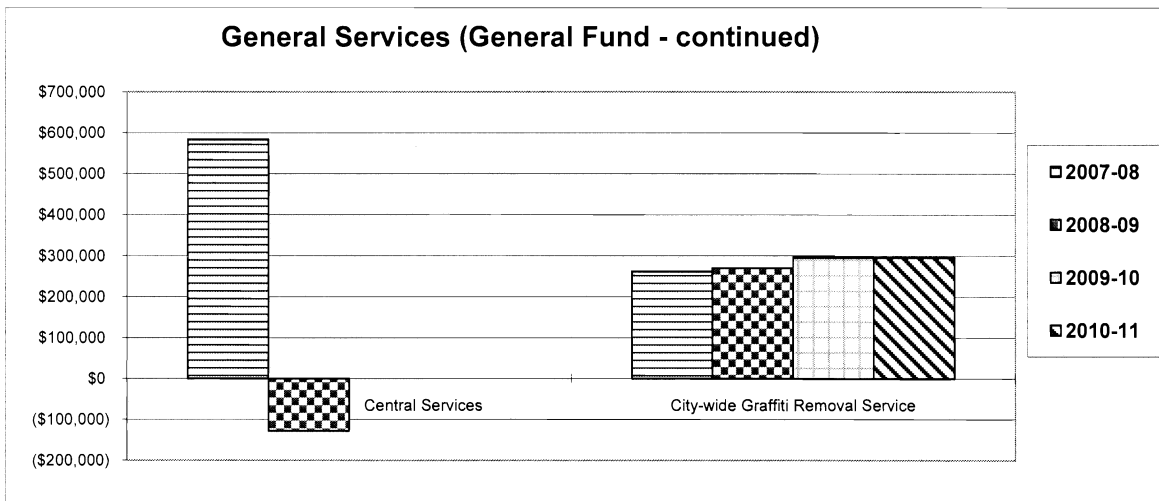
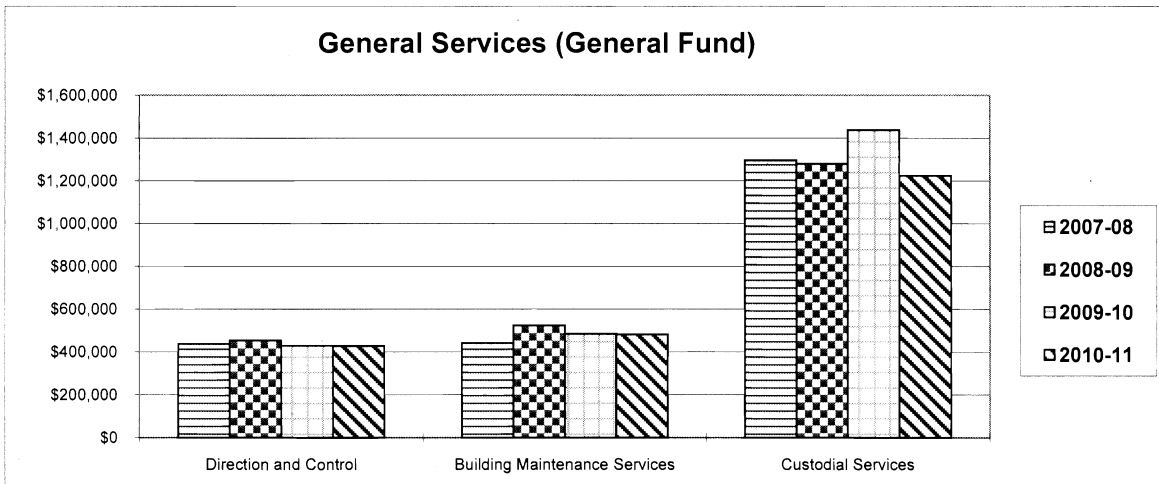
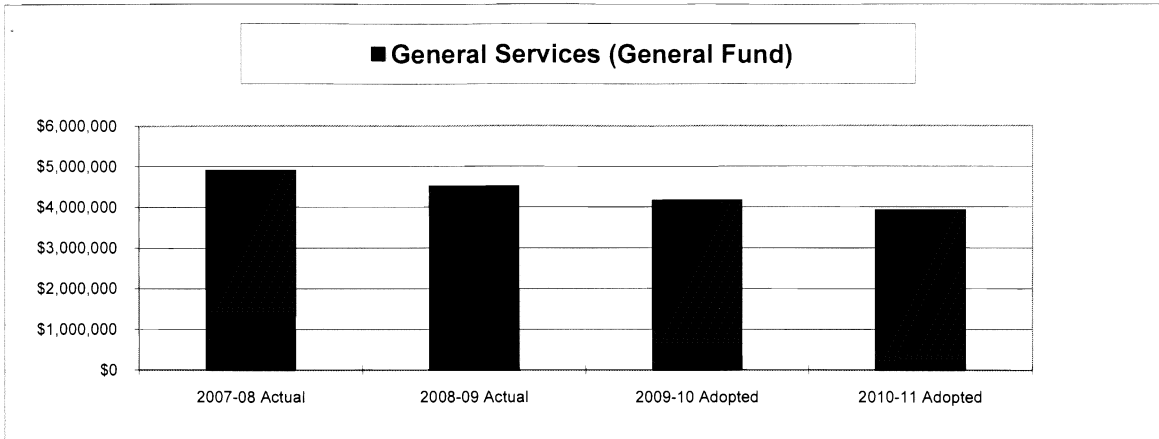
To provide other essential support services required by City departments, including a City - wide graffiti eradication program.

To provide these services efficiently in a cost - effective manner.

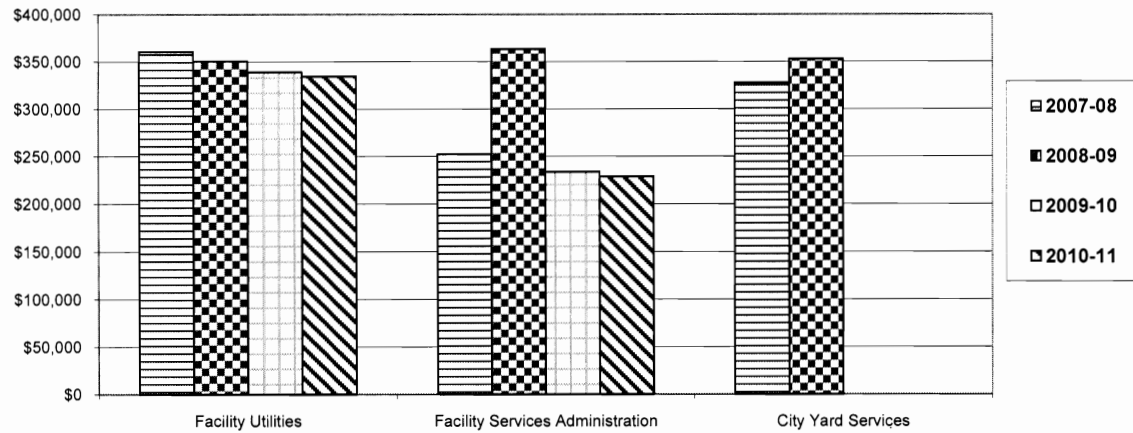
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Direction and Control	\$ 437,356	\$ 454,032	\$ 429,831	\$ 428,008
Building Maintenance Services	441,719	524,750	485,479	481,553
Custodial Services	1,296,116	1,279,843	1,438,543	1,224,526
Air Conditioning/Heating Services	937,448	1,038,926	933,588	927,090
Central Services	583,613	(128,282)	-	-
City-wide Graffiti Removal Service	262,145	270,308	295,900	295,700
Facility Utilities	360,549	350,534	339,018	334,402
Facility Services Administration	252,413	363,060	233,780	228,900
City Yard Services	327,907	352,616	-	-
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 4,156,139	\$ 3,920,179
General Fund Revenues	\$ 13,408	\$ 14,844	\$ -	\$ -
Cultural Arts Enterprise Fund				
Cultural Arts Center Expenditures	\$ 1,971,982	\$ 2,096,336	\$ 2,198,265	\$ 2,177,687
Cultural Arts Center Revenues	\$ 2,183,379	\$ 2,096,335	\$ 2,524,785	\$ 2,009,005
Airport Enterprise Fund				
Airport Administration	\$ 2,052,491	\$ 2,016,213	\$ 2,159,246	\$ 2,193,929
Airport Commission Support	14,934	13,128	16,100	16,000
Airfield Leased Land Operations & Maint.	76,356	87,163	89,843	88,616
Airport Operations, Maintenance & Admin.	1,005,404	1,281,800	1,223,553	1,090,606
Airport Public Areas Operations & Maint.	80,004	64,154	79,494	79,494
Noise Abatement	194,734	200,065	229,934	224,828
Non-Aeronautical Leased Land Operations	8,240,964	7,731,339	7,928,331	7,929,188
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,726,501	\$ 11,622,661
Airport Fund Revenues	\$ 10,827,054	\$ 11,329,140	\$ 11,632,000	\$ 11,420,000
Fleet Services Fund:				
Direction and Control	\$ 446,983	\$ 467,710	\$ 525,831	\$ 512,025
Acquisition and Replacement	85,587	89,362	101,300	97,700
Vehicle and Equipment Maintenance Svcs.	3,022,101	2,668,603	2,729,112	2,695,581
Warehouse Operations	436,212	456,224	449,503	444,656
Inventory Program	-	-	-	-
Vehicle Replacement Fund	1,385,012	1,634,767	2,200,000	2,200,000
Total	\$ 5,375,895	\$ 5,316,666	\$ 6,005,746	\$ 5,949,962
Fleet Services Fund Revenues	\$ 7,420,671	\$ 7,428,492	\$ 6,228,538	\$ 6,228,538

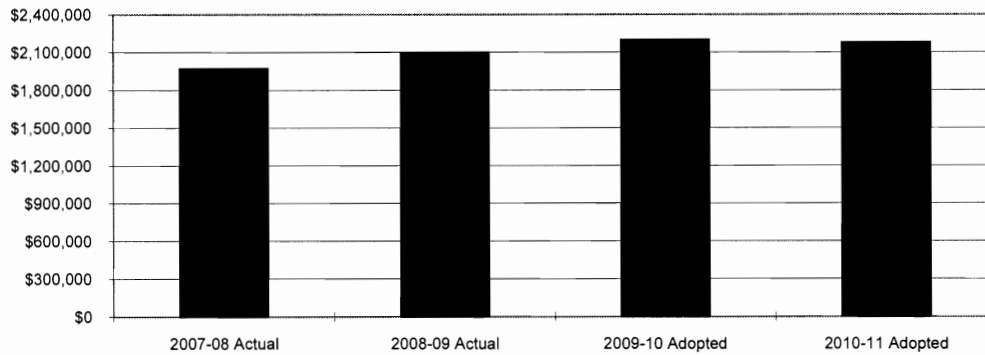
EXPENDITURES



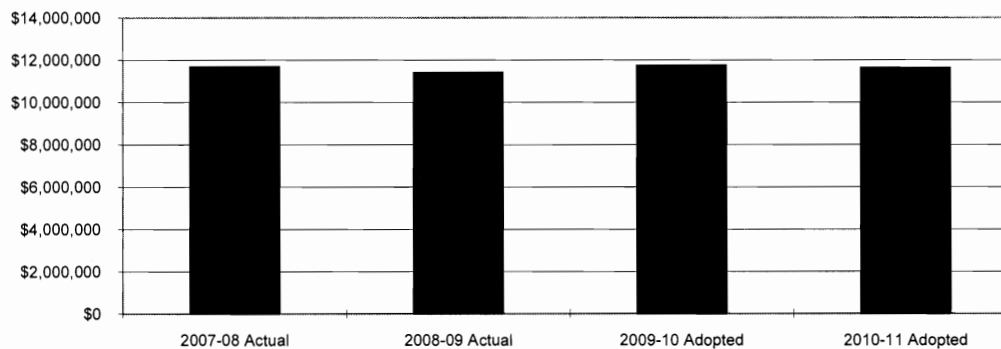
General Services (General Fund - continued)



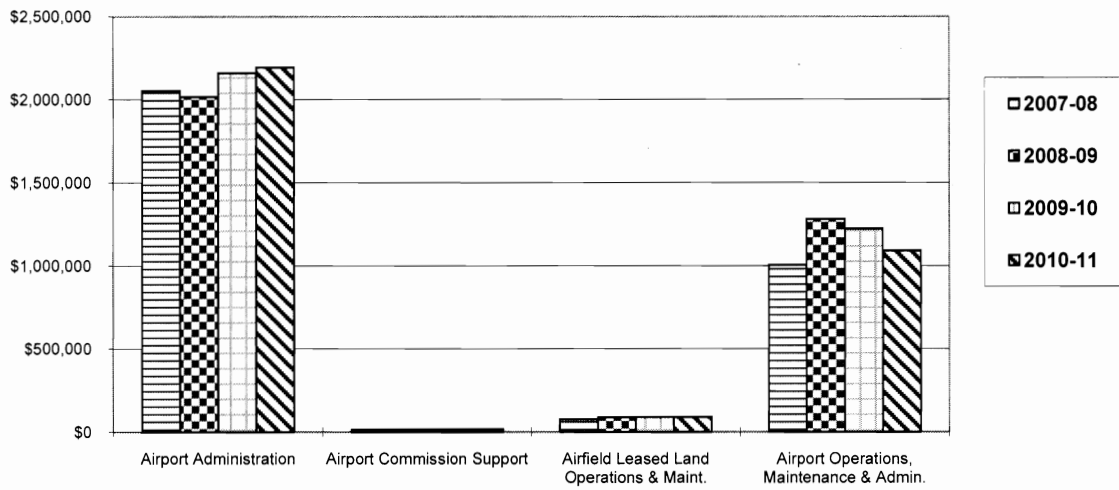
■ Cultural Arts Center (Enterprise Fund)



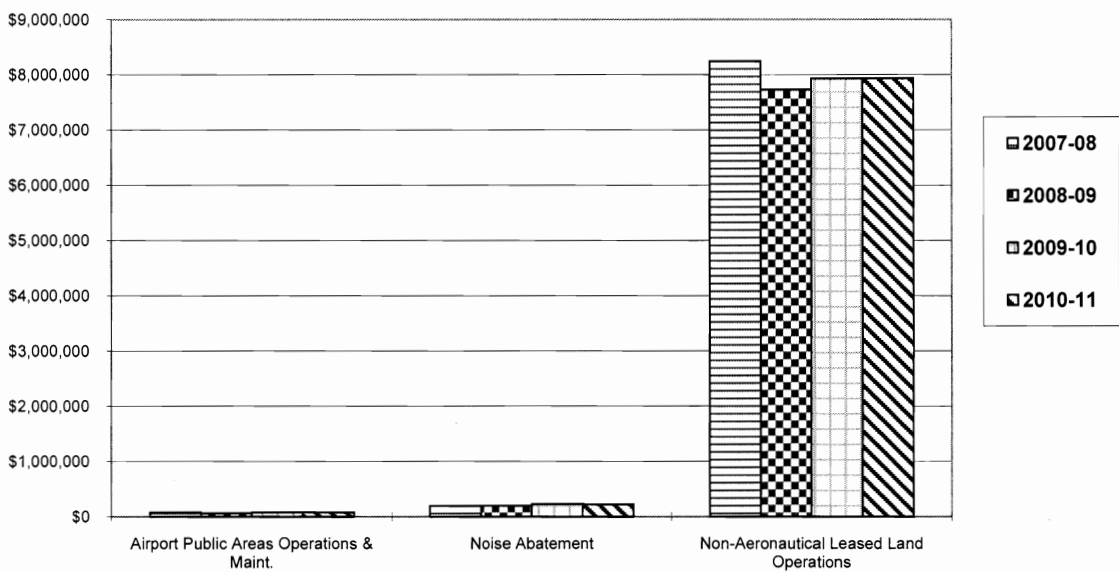
■ Airport (Enterprise Funded)



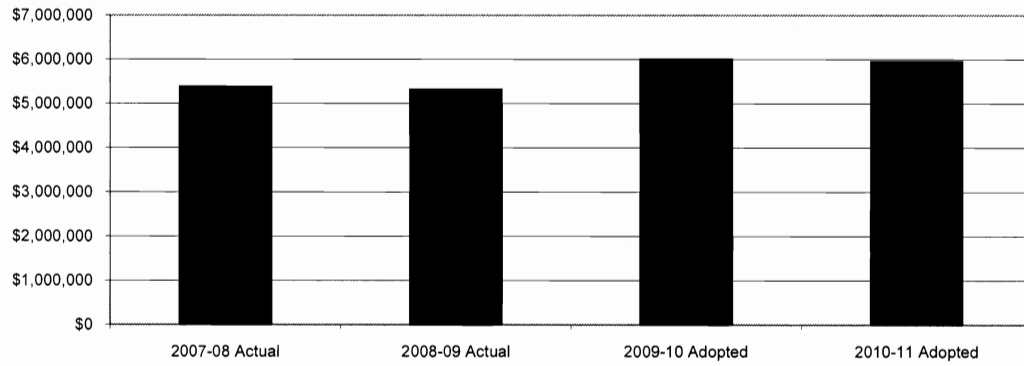
Airport (Enterprise Fund)



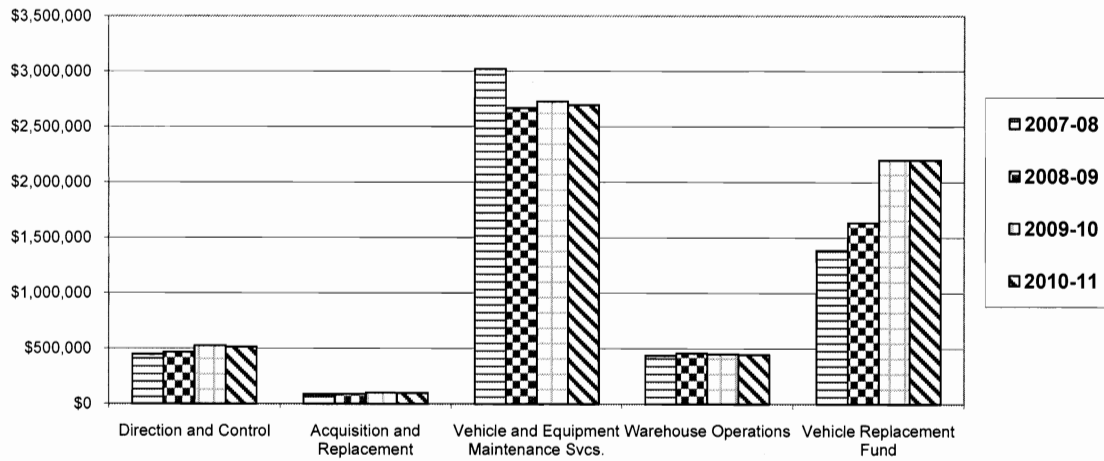
Airport (Enterprise Fund - continued)



■ Fleet Services (Internal Service Fund)



Fleet Services (Internal Services Fund)

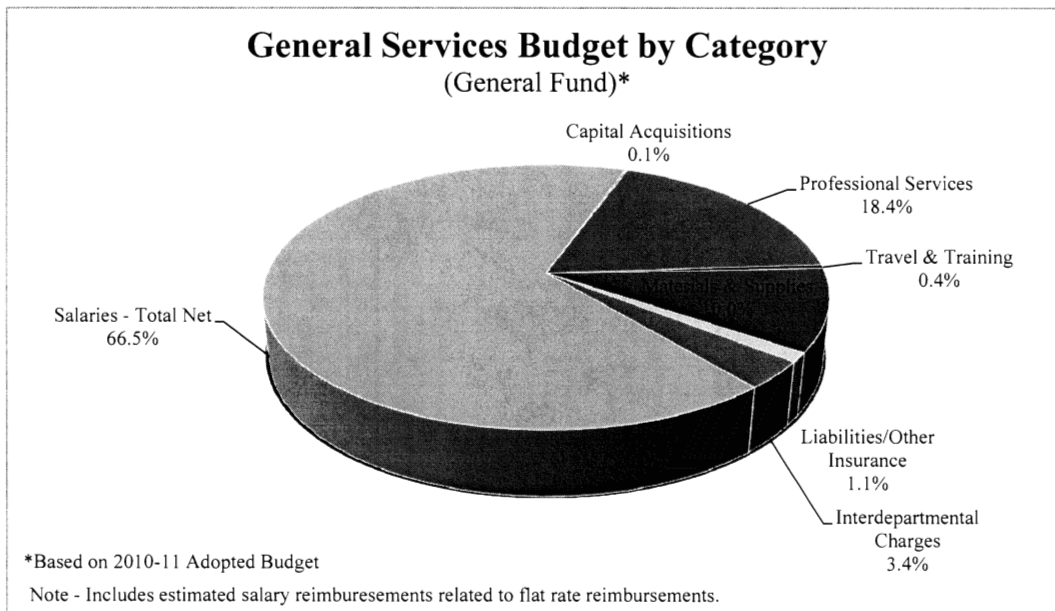


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 4,730,993	\$ 4,934,365	\$ 5,015,761	\$ 4,697,651
Overtime	197,488	177,271	126,900	120,610
Salaries - Total	4,928,481	5,111,636	5,142,661	4,818,261
Salaries - Reimbursements	(1,789,847)	(2,202,283)	(2,305,012)	(2,210,876)
Salaries - Labor Charges	47,621	37,152	-	-
Salaries - Total Net	3,186,255	2,946,505	2,837,649	2,607,385
Supplies and Services	1,713,011	1,559,282	1,312,990	1,307,294
Capital Outlay	-	-	5,500	5,500
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 4,156,139	\$ 3,920,179

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 4,976,113	\$ 5,148,788	\$ 5,142,661	\$ 4,818,261
Salary & Benefit Reimbursements	(1,789,847)	(2,202,283)	(2,305,012)	(2,210,876)
Materials, Supplies and Maintenance	1,446,582	1,405,529	1,450,777	1,438,777
Professional Services/Contracts	880,358	994,421	727,605	722,989
Travel, Training & Membership Dues	12,062	5,667	17,070	17,070
Liabilities & Other Insurance	15,767	19,912	44,267	44,267
Interdepartmental Charges	147,186	153,860	107,832	104,855
Capital Acquisitions	-	-	5,500	5,500
Reimbursements from Other Funds	(823,294)	(1,074,329)	(1,066,480)	(1,047,685)
Operating Transfers Out	34,339	54,222	31,919	27,021
General Fund Total	\$ 4,899,266	\$ 4,505,787	\$ 4,156,139	\$ 3,920,179

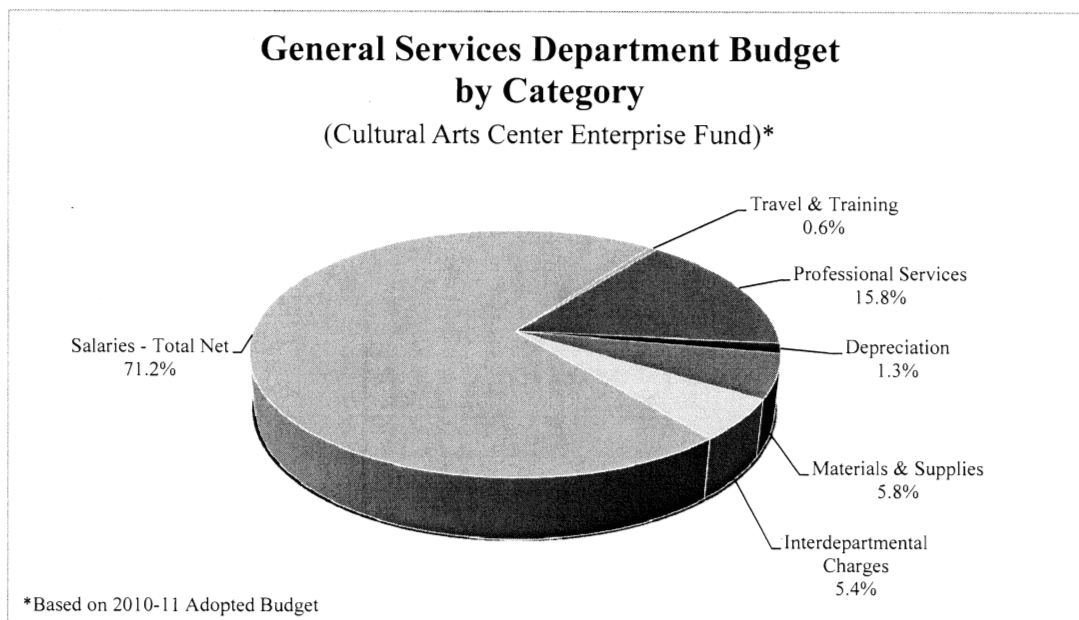


DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 1,325,097	\$ 1,429,973	\$ 1,516,100	\$ 1,503,100
Overtime	28,165	30,132	-	-
Salaries - Total	1,353,262	1,460,105	1,516,100	1,503,100
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	42,683	48,671	46,821	46,564
Salaries - Total Net	1,395,945	1,508,776	1,562,921	1,549,664
Supplies and Services	576,037	587,560	635,344	628,023
Capital Outlay	-	-	-	-
Cultural Arts Center Fund Total	\$ 1,971,982	\$ 2,096,336	\$ 2,198,265	\$ 2,177,687

DEPARTMENT BUDGET (CULTURAL ARTS CENTER)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 1,395,945	\$ 1,508,776	\$ 1,562,921	\$ 1,549,664
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	133,912	109,934	125,358	125,358
Professional Services/Contracts	303,333	321,050	343,729	343,729
Travel, Training & Membership Dues	2,039	1,222	12,400	12,400
Depreciation and Amortization	10,905	20,927	29,000	29,000
Interdepartmental Charges	107,420	114,398	111,123	107,674
Capital Acquisitions	-	-	-	-
Operating Transfers	18,428	20,029	13,734	9,862
Cultural Arts Center Fund Total	\$ 1,971,982	\$ 2,096,336	\$ 2,198,265	\$ 2,177,687



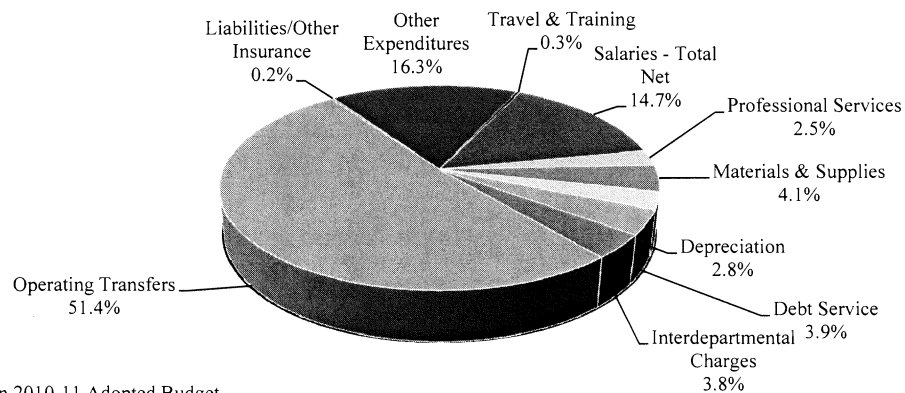
DEPARTMENT BUDGET (AIRPORT FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 348,578	\$ 335,980	\$ 916,073	\$ 912,573
Overtime	848	1,240	12,800	12,800
Salaries - Total	349,426	337,220	928,873	925,373
Salaries - Reimbursements	(67,898)	(60,851)	(48,540)	(47,340)
Salaries - Labor Charges	1,193,342	1,362,848	859,133	834,050
Salaries - Total Net	1,474,870	1,639,217	1,739,466	1,712,083
Supplies and Services	10,190,017	9,754,645	9,987,035	9,910,578
Capital Outlay	-	-	-	-
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,726,501	\$ 11,622,661

DEPARTMENT BUDGET (AIRPORT FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 1,542,769	\$ 1,700,068	\$ 1,788,006	\$ 1,759,423
Salary & Benefit Reimbursements	(67,898)	(60,851)	(48,540)	(47,340)
Materials, Supplies and Maintenance	341,645	398,092	481,306	481,106
Professional Services/Contracts	272,459	423,643	387,271	287,271
Travel, Training & Membership Dues	14,193	10,927	34,950	32,107
Depreciation and Amortization	292,459	309,044	320,000	320,000
Liabilities & Other Insurance	24,801	22,548	28,169	28,169
Interdepartmental Charges	365,775	412,969	461,909	441,991
Debt Service	451,745	452,110	451,133	450,810
Loans Contra Expenditures	-	-	-	-
Capital Acquisitions	-	-	-	-
Bad Debts and Other Losses	-	8,511	-	-
Asset Contra Account	-	-	-	-
Other Expenditures	1,850,000	1,850,000	1,850,000	1,900,000
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	6,576,939	5,866,801	5,972,297	5,969,124
Airport Fund Total	\$ 11,664,887	\$ 11,393,862	\$ 11,726,501	\$ 11,622,661

**General Services Department Budget
by Category
(Airport Enterprise Fund)***



*Based on 2010-11 Adopted Budget

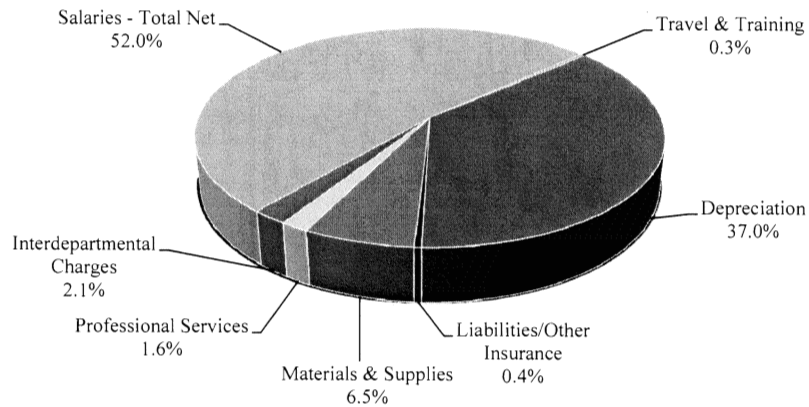
DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,991,676	\$ 3,041,905	\$ 3,188,371	\$ 3,145,571
Overtime	30,805	75,381	32,600	29,200
Salaries - Total	3,022,481	3,117,286	3,220,971	3,174,771
Salaries - Reimbursements	(94,328)	(104,997)	(103,927)	(108,201)
Salaries - Labor Charges	27,521	31,266	26,888	28,557
Salaries - Total Net	2,955,674	3,043,555	3,143,932	3,095,127
Supplies and Services	789,685	(1,206,353)	733,154	726,175
Capital Outlay	1,630,536	3,479,464	2,128,660	2,128,660
Fleet Services Fund Total	\$ 5,375,895	\$ 5,316,666	\$ 6,005,746	\$ 5,949,962

DEPARTMENT BUDGET (FLEET SERVICES FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 3,050,002	\$ 3,148,552	\$ 3,247,859	\$ 3,203,328
Salary & Benefit Reimbursements	(94,328)	(104,997)	(103,927)	(108,201)
Materials, Supplies and Maintenance	416,273	410,298	387,204	387,204
Parts and Fuel Inventory	2,848,621	2,650,358	2,770,000	2,770,000
Inventory Contra Account	(2,848,621)	(2,650,358)	(2,770,000)	(2,770,000)
Professional Services/Contracts	462,936	73,278	96,190	96,190
Travel, Training & Membership Dues	8,840	8,608	20,400	20,400
Depreciation and Amortization	1,379,505	1,636,694	2,200,000	2,200,000
Liabilities & Other Insurance	7,555	7,555	23,943	23,943
Interdepartmental Charges	112,586	118,929	116,628	113,520
Debt Service	-	-	-	-
Capital Acquisitions	1,630,536	3,479,464	2,128,660	2,128,660
Bad Debts and Other Losses	12,300	-	-	-
Fixed Assets Contra Expenditures	(1,630,536)	(3,479,464)	(2,128,660)	(2,128,660)
Reimbursements from Other Funds	(280)	-	-	-
Operating Transfers Out	20,506	17,749	17,449	13,578
Fleet Services Fund Total	\$ 5,375,895	\$ 5,316,666	\$ 6,005,746	\$ 5,949,962

**General Services Department Budget
by Category
(Fleet Services Fund)***



*Based on 2010-11 Adopted Budget

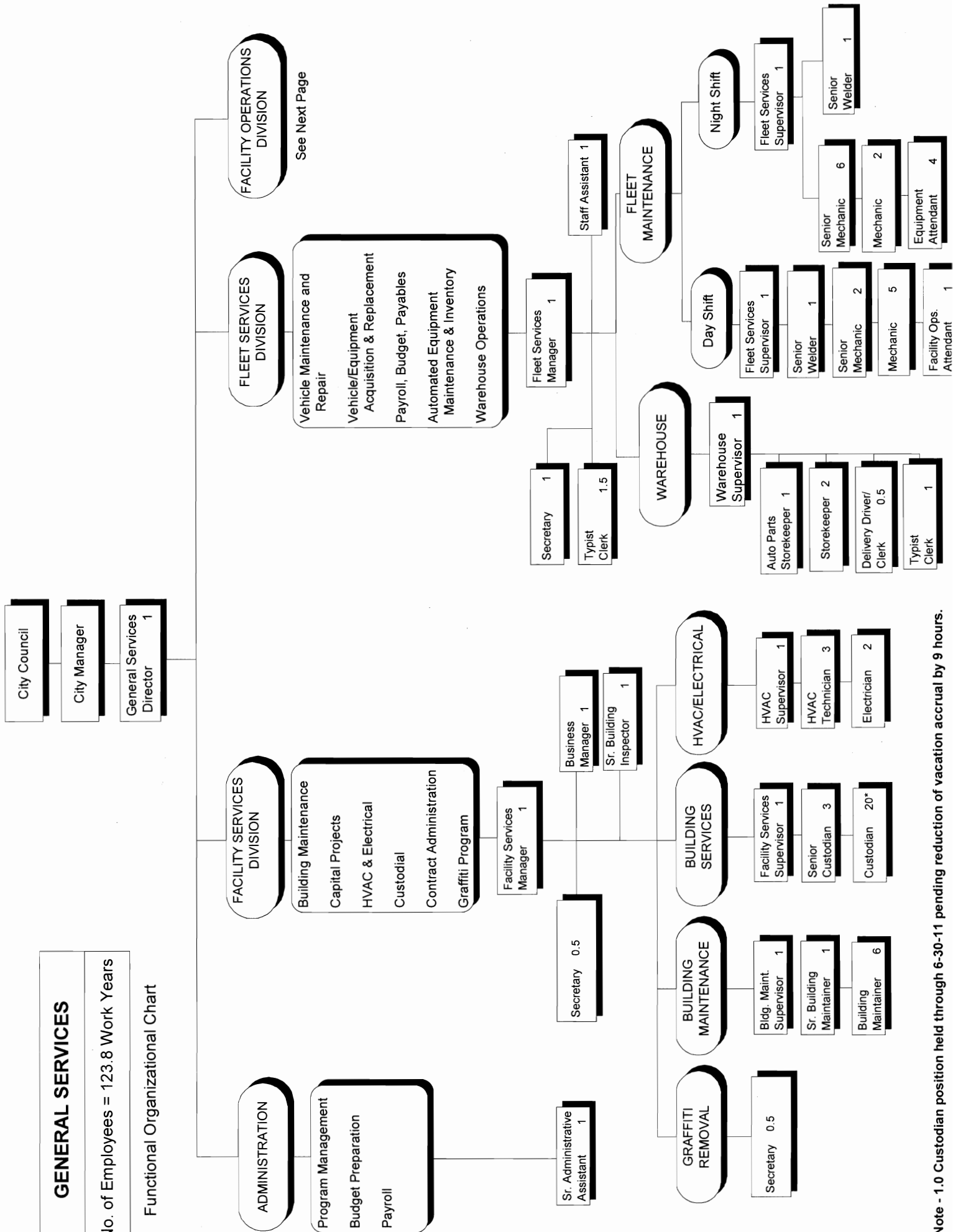
**GENERAL SERVICES
DEPARTMENT PERSONNEL SUMMARY**

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
General Services Director	1.0	1.0	1.0	1.0
Building Maintenance Supervisor	1.0	1.0	1.0	1.0
Facilities Services Manager	1.0	1.0	1.0	1.0
Facilities Services Supervisor	1.0	1.0	1.0	1.0
Air Conditioning/Heating Supervisor	1.0	1.0	1.0	1.0
Senior Building Maintainer	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Senior Building Inspector	1.0	1.0	1.0	1.0
Building Maintainer	7.0	7.0	6.0	6.0
Electrician	3.0	3.0	2.0	2.0
Air Conditioning/Heating Technician	3.0	3.0	3.0	3.0
Central Services Supervisor	1.0	1.0	1.0	1.0
Central Services Coordinator	2.0	2.0	2.0	1.0
Duplicating Equipment Operator	1.0	1.0	1.0	1.0
Reprographic Equipment Operator	2.0	2.0	2.0	2.0
Graphics Designer	2.0	2.0	2.0	2.0
Typesetter	-	-	-	-
Delivery Driver/Clerk	1.0	1.0	1.0	1.0
Senior Administrative Assistant	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	1.0
Admin Analyst (New)	1.0	1.0	-	-
Secretary	1.0	1.0	1.0	1.0
Typist Clerk	1.0	1.0	1.0	1.0
Senior Custodian	4.0	4.0	4.0	3.0
Custodian	22.0	22.0	21.0	20.0
Facility Operations Attendant	-	-	-	-
Total General Fund	60.0	60.0	56.0	53.0
Cultural Arts Enterprise Fund				
Business Manager	1.0	1.0	1.0	1.0
Box Office Manager	1.0	1.0	1.0	1.0
Facility Operations Chief	1.5	1.5	1.5	1.5
Bookkeeper	1.5	1.5	1.5	1.5
Senior Recreation Leader	1.1	1.1	1.1	1.1
Recreation Leader	1.0	1.0	1.0	1.0
Theater Technician Coordinator	1.2	1.2	1.2	1.2
Recreation Specialist	1.6	1.6	1.6	1.6
Stage Manager	1.1	1.1	1.1	1.1
Customer Service Representative	2.0	2.0	2.0	2.0
Booking Manager	2.0	2.0	2.0	2.0
Assistant Booking Manager	2.0	2.0	2.0	2.0
Theater Technical Director	1.0	1.0	1.0	1.0
Sr. Facilities Operations Attendant	4.0	4.0	4.0	4.0
Facilities Operations Attendant	5.0	5.0	5.0	5.0
Theatre Technician	1.3	1.3	1.3	1.3
Total Cultural Arts Enterprise Fund	28.3	28.3	28.3	28.3
Airport Fund:				
Facility Operations Manager	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Senior Account Clerk	1.0	1.0	1.0	1.0
Customer Service Representative	0.5	0.5	0.5	0.5
Airport Worker	-	-	4.0	4.0
Secretary	1.0	1.0	1.0	1.0
Total Airport Enterprise Fund	4.5	4.5	8.5	8.5

	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Fleet Services Fund:				
Fleet Services Manager	1.0	1.0	1.0	1.0
Fleet Services Supervisor	2.0	2.0	2.0	2.0
Warehouse Supervisor	1.0	1.0	1.0	1.0
Administrative Analyst	-	-	-	-
Staff Assistant	1.0	1.0	1.0	1.0
Senior Welder	2.0	2.0	2.0	2.0
Senior Mechanic	8.0	8.0	8.0	8.0
Mechanic	8.0	8.0	7.0	7.0
Equipment Attendant	4.0	4.0	4.0	4.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0
Storekeeper	2.0	2.0	2.0	2.0
Delivery Driver/Clerk	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0
Typist Clerk	2.5	2.5	2.5	2.5
Facility Operations Attendant	1.0	1.0	1.0	1.0
Total Fleet Services Fund	35.0	35.0	34.0	34.0
Department Total	127.8	127.8	126.8	123.8

GENERAL SERVICES
No. of Employees = 123.8 Work Years

Functional Organizational Chart

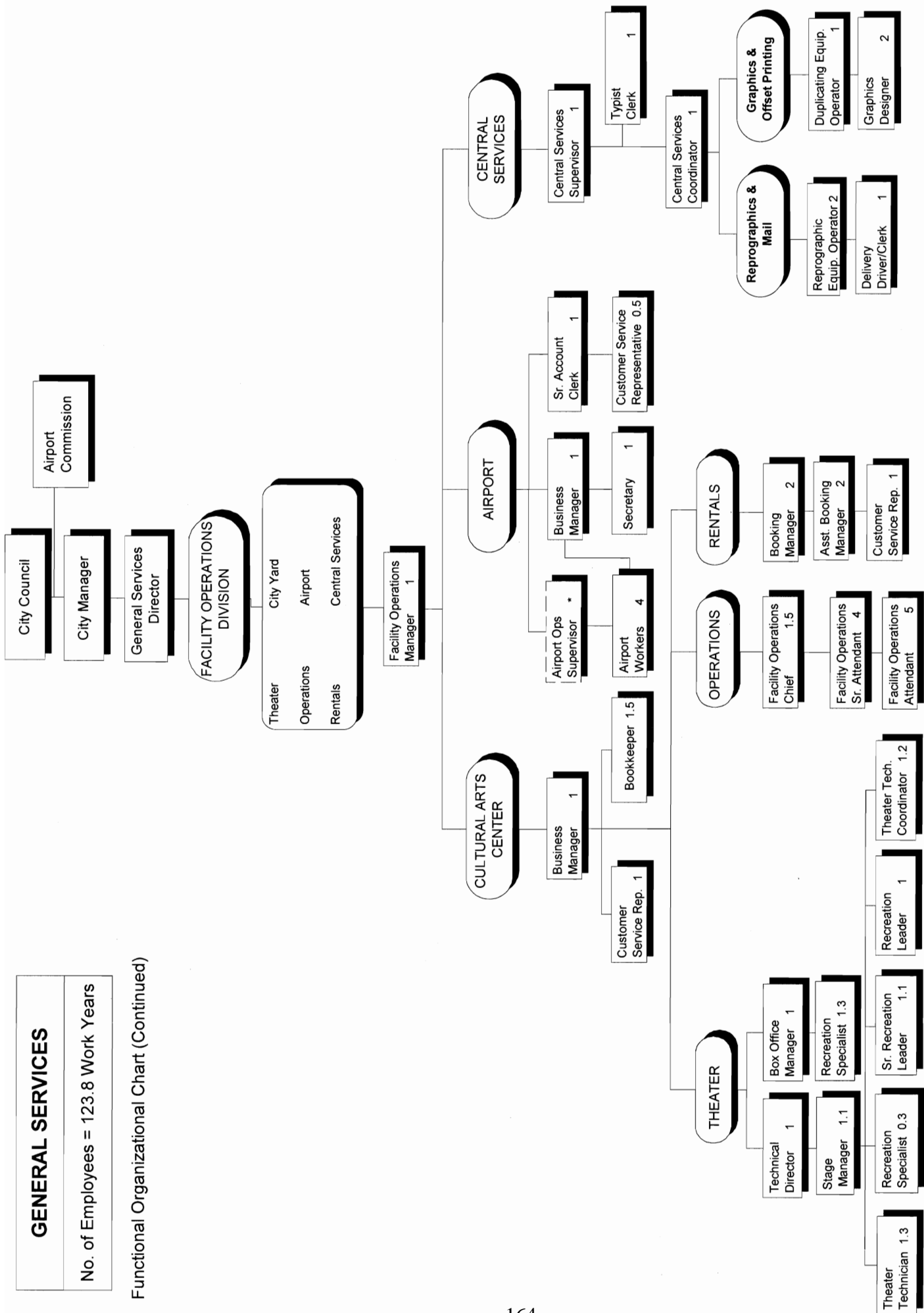


*Note - 1.0 Custodian position held through 6-30-11 pending reduction of vacation accrual by 9 hours.

GENERAL SERVICES

No. of Employees = 123.8 Work Years

Functional Organizational Chart (Continued)

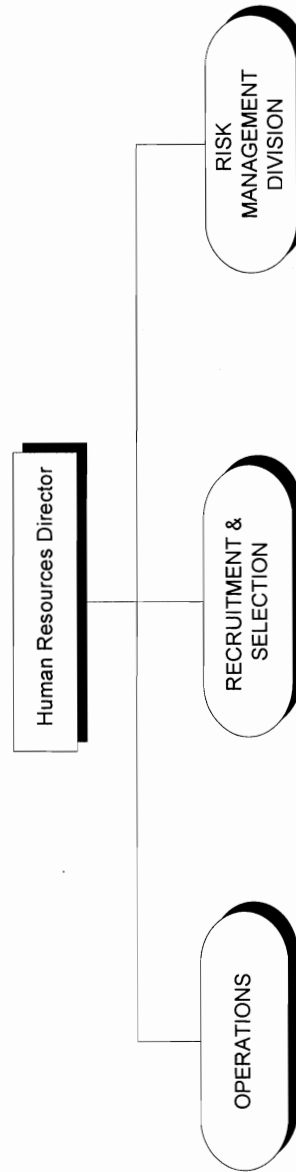


* Position deleted through attrition.

HUMAN RESOURCES

Mission Statement: To promote organizational effectiveness by providing quality human resource and risk management services and programs to line departments, employees and business community.

DEPARTMENT ORGANIZATION



Human Resources

MISSION STATEMENT

The Human Resources Department promotes organizational effectiveness by providing quality human resource and risk management services and programs to line departments, employees, the public and business community.

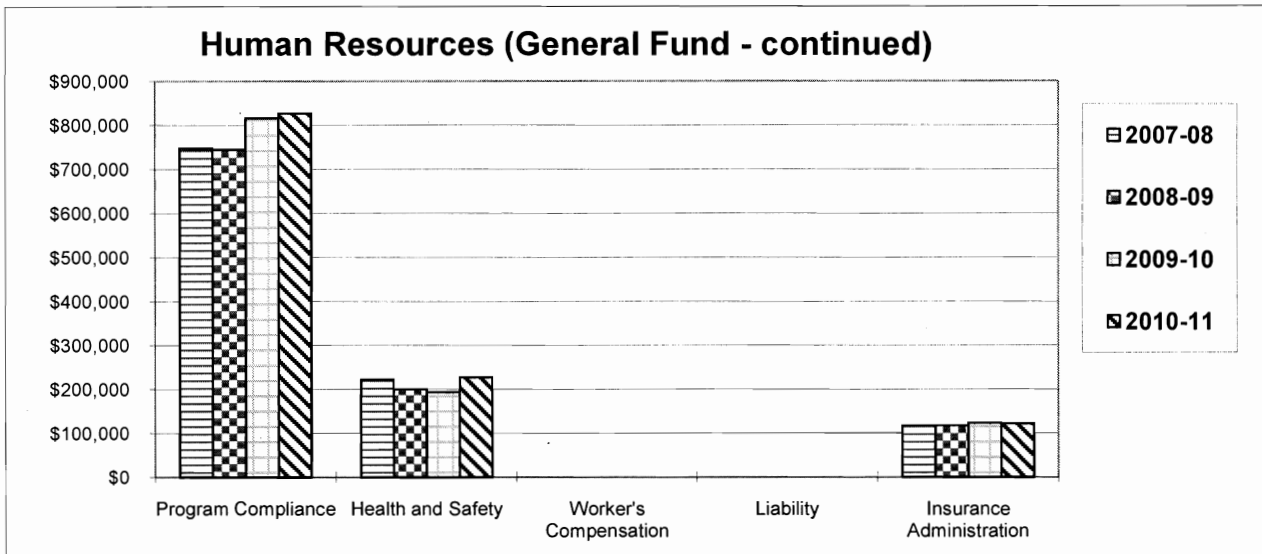
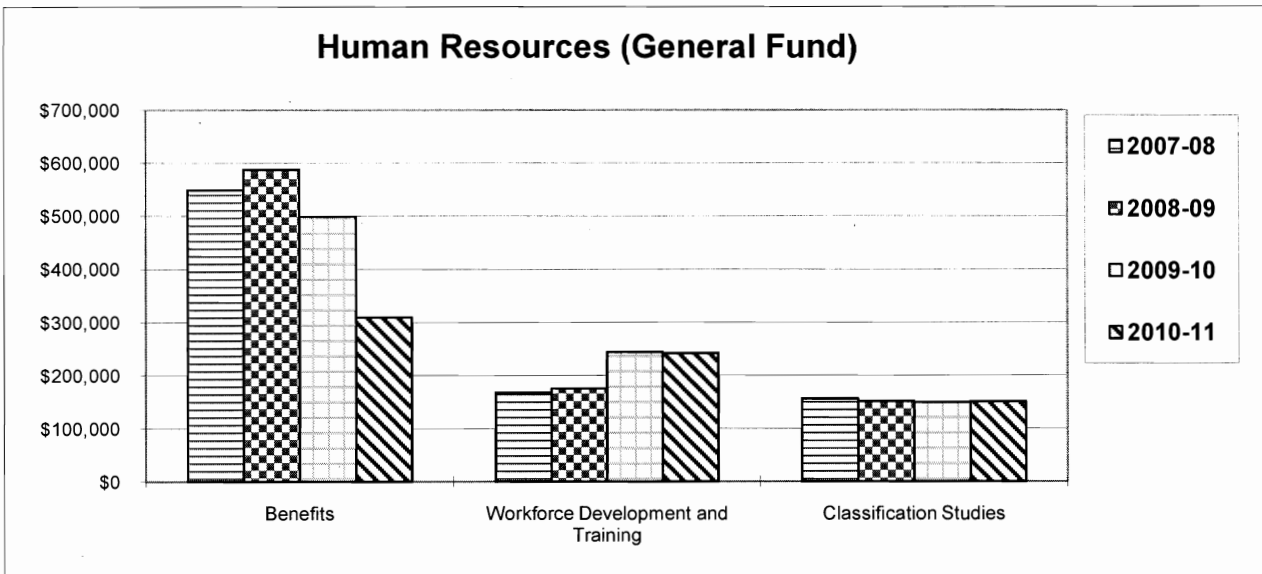
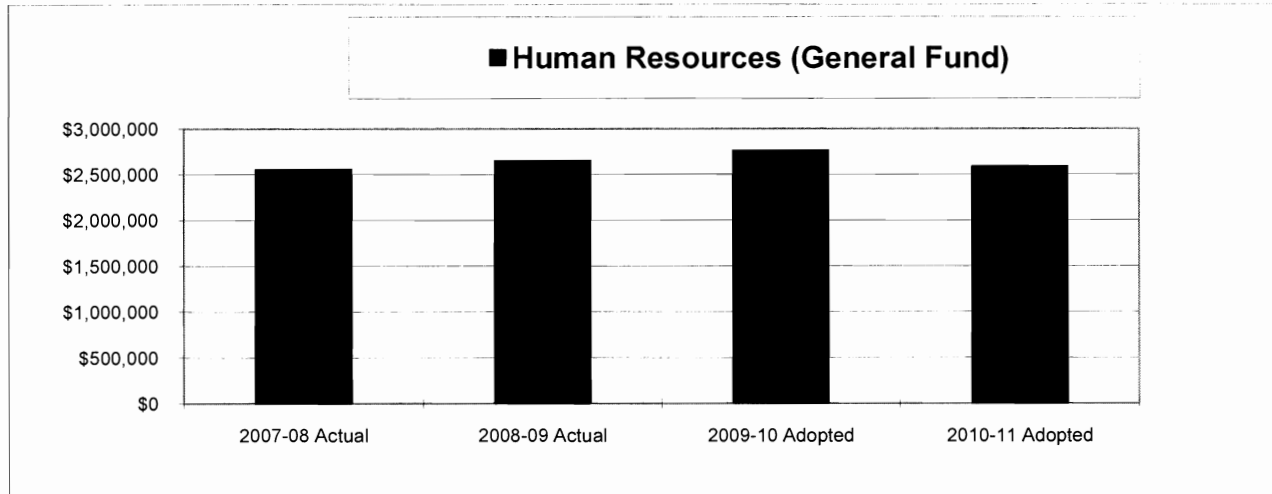
FUNCTIONAL RESPONSIBILITIES

The Department manages a comprehensive human resources program that provides support to the employee workforce and the City's line departments. Program highlights include recruitment and selection, classification and compensation, benefit administration and organizational development. The department administers risk management programs whose objectives are to contain costs related to liability and workers' compensation loss. Through the efforts of the Workforce Development Division, funded through Federal and State grants, the department also provides employment and training services to keep local business and the workforce competitive in a changing marketplace.

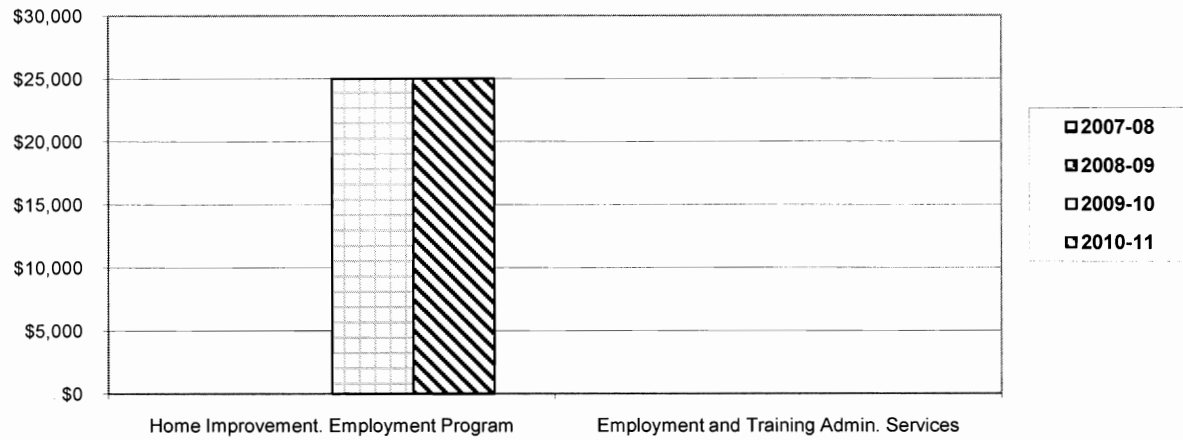
Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund:				
Benefits	\$ 549,136	\$ 588,326	\$ 499,308	\$ 309,937
Workforce Development and Training	167,005	175,070	244,319	241,779
Classification Studies	155,917	150,649	148,554	150,563
Program Compliance	747,441	745,411	816,414	827,557
Health and Safety	223,162	200,823	194,261	227,151
Worker's Compensation	-	-	-	-
Liability	-	-	-	-
Insurance Administration	117,733	118,008	123,594	122,009
Employment and Training Admin. Services	-	-	-	-
Testing	383,375	462,882	469,902	445,737
Recruitment	207,281	207,123	235,708	233,960
Home Improvement. Employment Program	-	-	25,000	25,000
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,757,060	\$ 2,583,693
General Fund Revenues	\$ -	\$ -	\$ -	\$ -
Externally Funded:				
Air Quality Management	\$ 180,209	\$ 182,914	\$ 198,590	*
Vanpool/Rideshare	208,541	224,050	257,508	*
Employment and Training Admin. Services	110,544	-	-	-
Externally Funded Total	\$ 499,294	\$ 406,964	\$ 456,098	\$ -
Externally Funded Revenues				
Air Quality Management	\$ 182,892	\$ 179,158	\$ 175,500	*
Vanpool/Rideshare	253,435	259,511	265,100	*
Employment and Training Admin. Services	110,544	-	-	-
	\$ 546,871	\$ 438,669	\$ 440,600	\$ -

*Note - Air Quality Management and Vanpool/Rideshare Funds were transferred to Community Development in 2010-11.

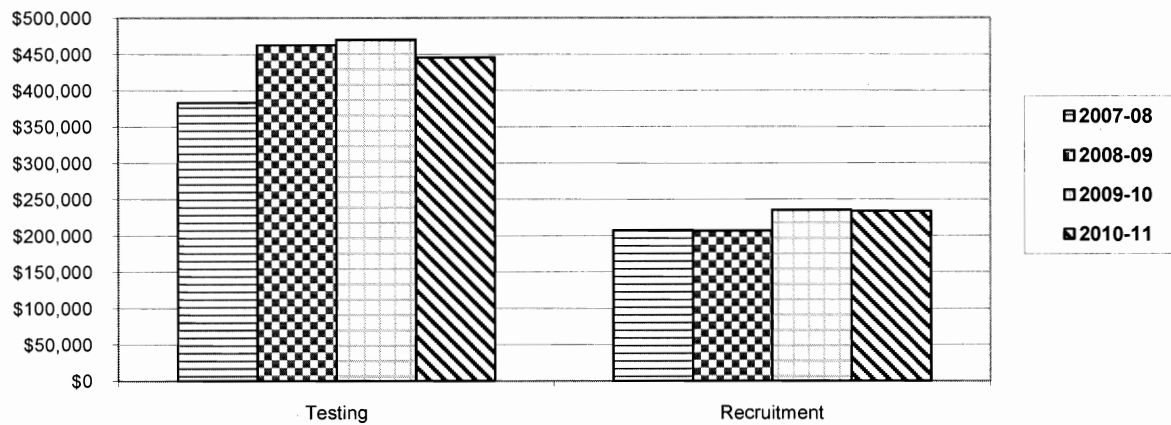
EXPENDITURES



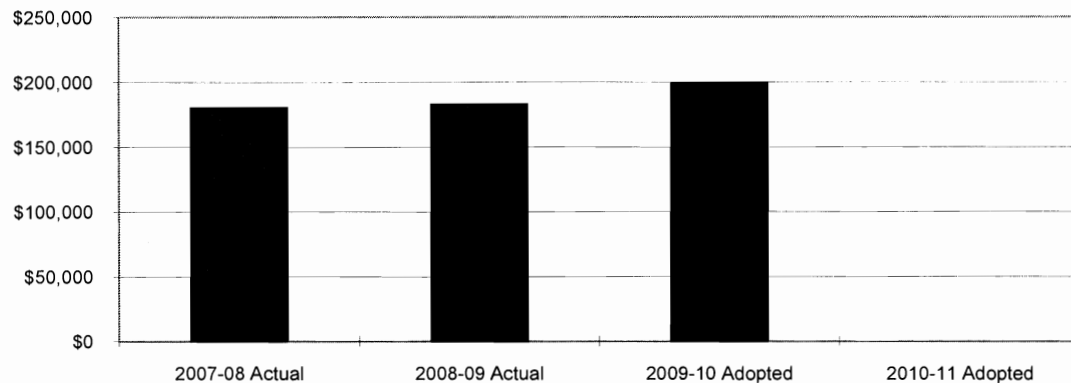
Human Resources (General Fund continued)

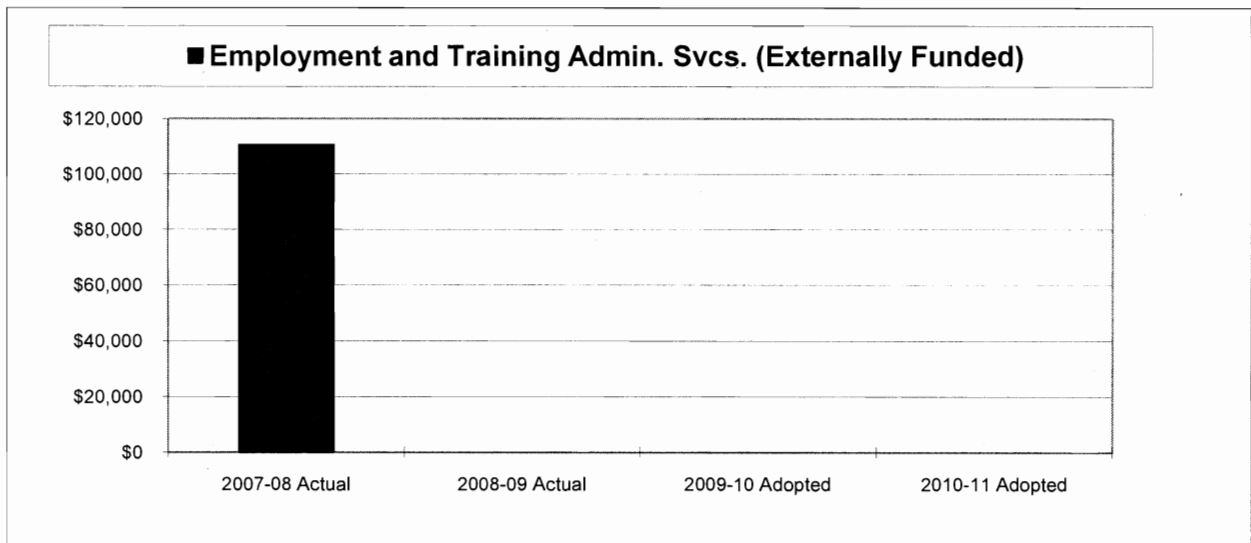
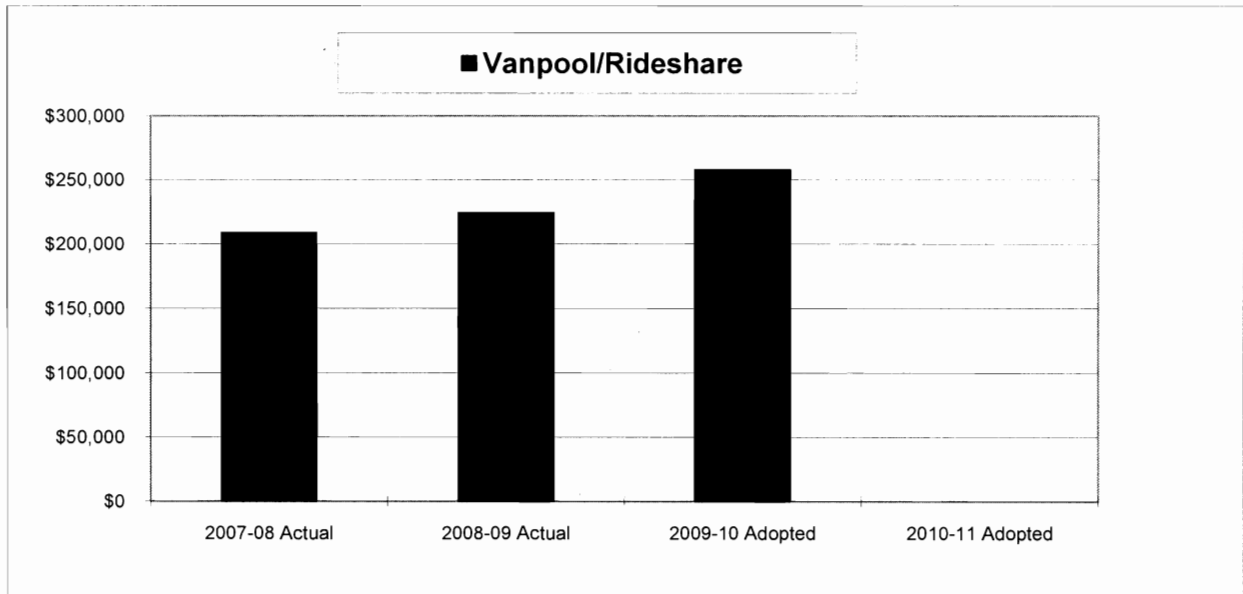


Human Resources (General Fund continued)



Air Quality Management





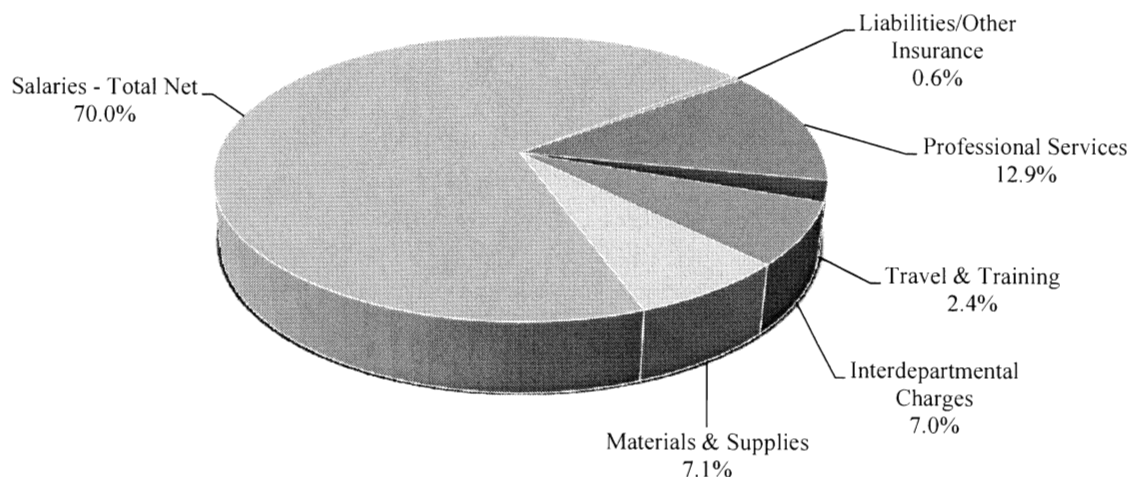
DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 2,920,334	\$ 3,025,382	\$ 3,078,149	\$ 2,842,630
Overtime	3,862	8,022	30,500	11,729
Salaries - Total	2,924,196	3,033,404	3,108,649	2,854,359
Salaries - Reimbursements	(1,132,866)	(1,176,960)	(1,225,865)	(1,102,563)
Salaries - Labor Charges	495	41,716	55,950	55,950
Salaries - Total Net	1,791,825	1,898,160	1,938,734	1,807,746
Supplies and Services	747,225	740,989	818,326	775,947
Capital Outlay	12,000	9,143	-	-
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,757,060	\$ 2,583,693

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 2,924,690	\$ 3,075,119	\$ 3,164,599	\$ 2,910,309
Salary & Benefit Reimbursements	(1,132,865)	(1,176,960)	(1,225,865)	(1,102,563)
Materials, Supplies and Maintenance	308,825	319,379	331,158	320,432
Professional Services/Contracts	260,323	230,933	342,504	334,504
Travel, Training & Membership Dues	59,488	54,551	61,461	61,461
Liabilities & Other Insurance	6,396	6,396	14,757	14,757
Insurance Claims	-	-	-	-
Interdepartmental Charges	129,004	168,845	179,438	155,872
Capital Acquisitions	12,000	9,143	-	-
Reimbursements from Other Funds	(78,060)	(78,676)	(142,398)	(137,174)
Operating Transfer Out	61,249	39,562	31,406	26,095
General Fund Total	\$ 2,551,050	\$ 2,648,292	\$ 2,757,060	\$ 2,583,693

Human Resources Department Budget by Category (General Fund)*



*Based on 2010-11 Adopted Budget

DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 70,232	\$ -	\$ -	\$ -
Overtime	-	-	-	-
Salaries - Total	70,232	-	-	-
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	-	-	-	-
Salaries - Total Net	70,232	-	-	-
Supplies and Services	40,312	-	-	-
Capital Outlay	-	-	-	-
Total	\$ 110,544	\$ -	\$ -	\$ -

DEPARTMENT BUDGET (EMPLOYMENT AND TRAINING FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 70,232	\$ -	\$ -	\$ -
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	25,363	-	-	-
Professional Services/Contracts	10,557	-	-	-
Travel, Training & Membership Dues	-	-	-	-
Liabilities & Other Insurance	-	-	-	-
Insurance	-	-	-	-
Interdepartmental Charges	4,392	-	-	-
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	-	-	-	-
Total Employment and Training Fund	\$ 110,544	\$ -	\$ -	\$ -

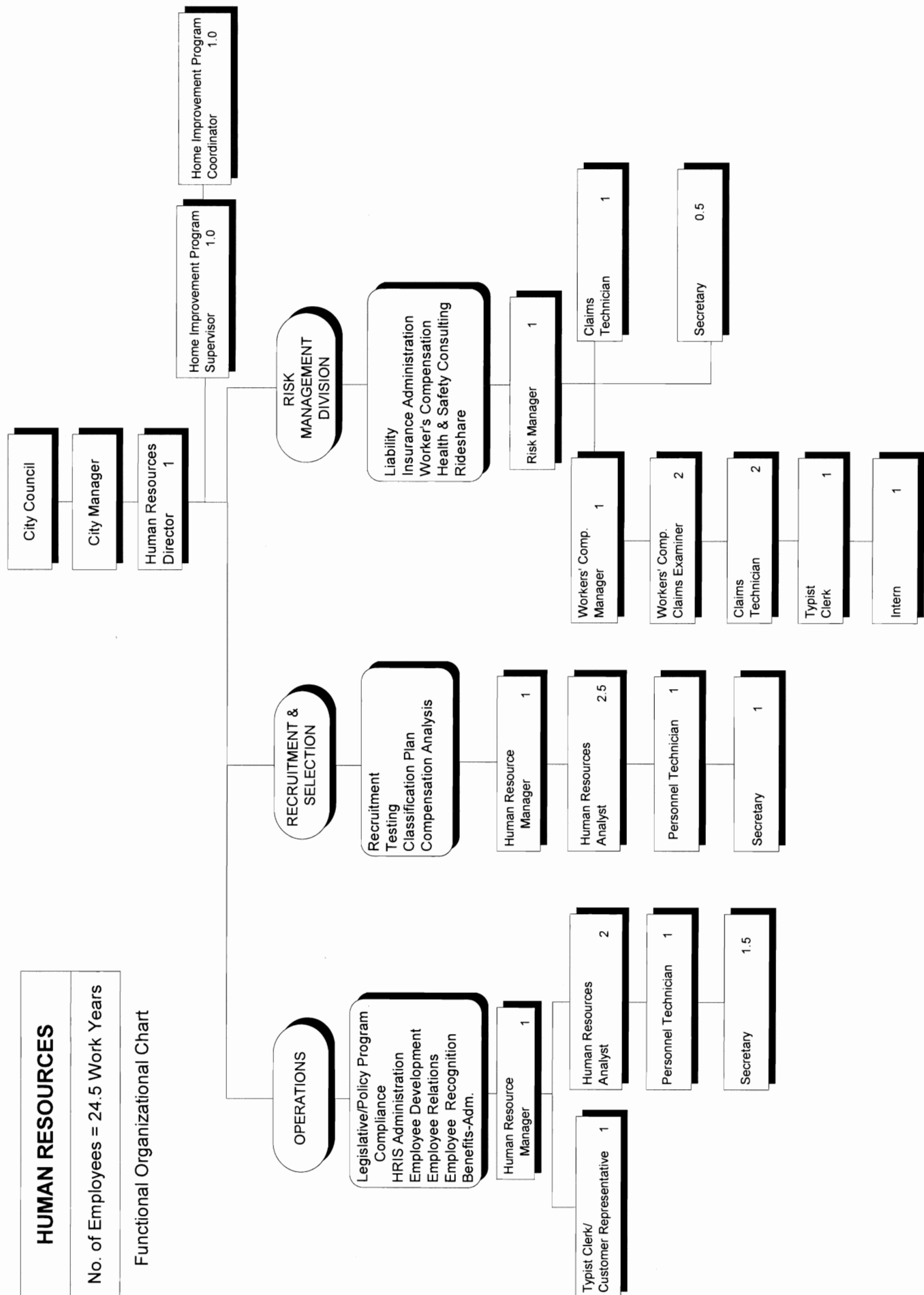
HUMAN RESOURCES
DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Human Resources Director	1.0	1.0	1.0	1.0
Human Resources Manager	2.0	2.0	2.0	2.0
Risk Manager	1.0	1.0	1.0	1.0
Workers' Compensation Administrator	1.0	1.0	1.0	1.0
Workers' Compensation Supervisor	-	-	-	-
Human Resources Analyst	3.5	4.5	4.5	4.5
Workers' Compensation Claims Examiner	3.0	3.0	3.0	2.0
Claims Technician	2.0	2.0	2.0	3.0
Intern	1.0	1.0	1.0	1.0
Home Improvement Program Supervisor	-	-	-	1.0
Home Improvement Instructor	1.0	1.0	1.0	-
Home Improvement Program Coordinator	-	-	-	1.0
Job Training Project Leader	1.0	1.0	1.0	-
Senior Administrative Assistant	-	-	-	-
Administrative Secretary	1.0	1.0	1.0	-
Personnel Technician	3.0	3.0	3.0	2.0
Secretary	3.0	3.0	3.0	3.0
Typist Clerk	3.0	3.0	3.0	2.0
Total General Fund	26.5	27.5	27.5	24.5
Employment and Training External Fund				
Employment and Training Manager				
Employment and Training Asst. Manager				
Employment and Training Coordinator				
Personnel Technician				
Secretary				
Senior Account Clerk				
Intake Interviewer				
Typist Clerk				
Home Improvement Instructor				
Career Center Supervisor				
Sr. Job Training Project Leader				
Job Training Project Leader				
Job Training Project Assistant				
Intern				
Total Employment and Training	-	-	-	-
Department Total	26.5	27.5	27.5	24.5

HUMAN RESOURCES

No. of Employees = 24.5 Work Years

Functional Organizational Chart

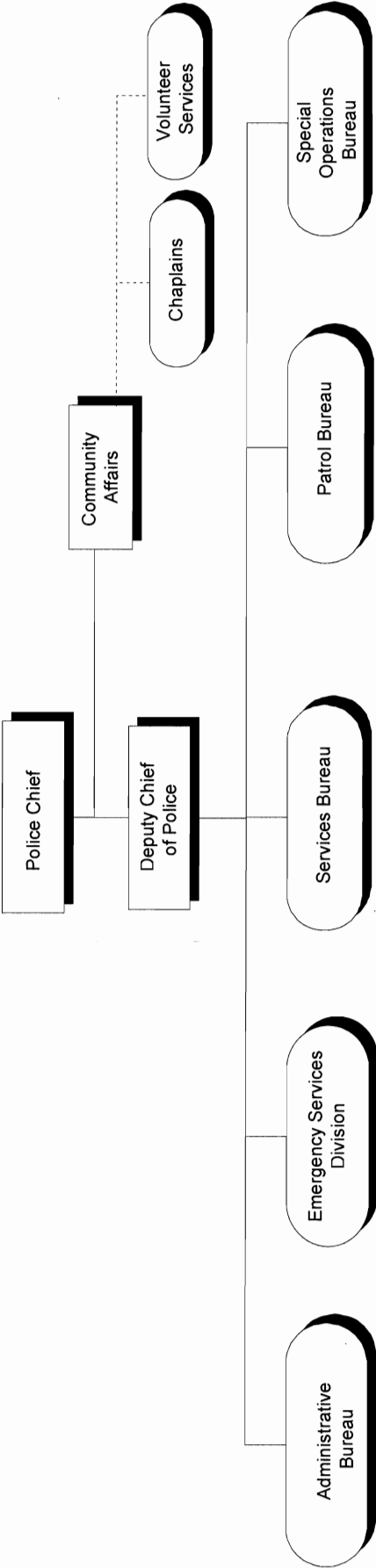


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POLICE

Mission Statement: To focus resources to serve the community with an emphasis on crime and its effects;
To address the very real issues associated with the fear of crime through application of a problem solving approach;
To proactively address the social and physical disorders that create the opportunity for crime, and
To be sensitive to community needs and issues that affect the quality of life.

DEPARTMENT ORGANIZATION



Police

MISSION STATEMENT

With a commitment to full service community policing, the Mission of the Torrance Police Department is to:

- * Focus resources to serve the community with an emphasis on crime and its effects;
- * Address the very real issues associated with the fear of crime through the application of a problem solving approach;
- * Proactively address the social and physical disorders that create the opportunity for crime; and
- * Be sensitive to community needs and issues that affect the quality of life.

FUNCTIONAL RESPONSIBILITIES

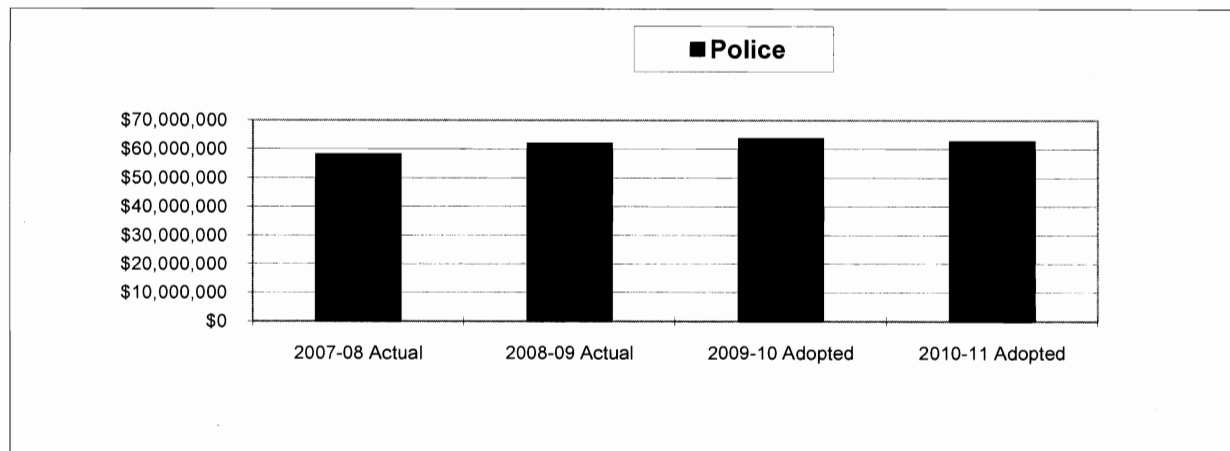
The function of the Police Department is to enforce the penal provisions of the City Charter, City ordinances, and State, and Federal laws for the purpose of protecting persons and property and the preservation of peace within the community.

To these ends, the Department engages in patrol, crime prevention, investigation of crimes, apprehension of criminals, gathering of evidence, custody of prisoners, rehabilitation of offenders, regulation of traffic, investigation of traffic collisions, custody of property, coordination of all major disaster plans, and all such training and support necessary for these activities.

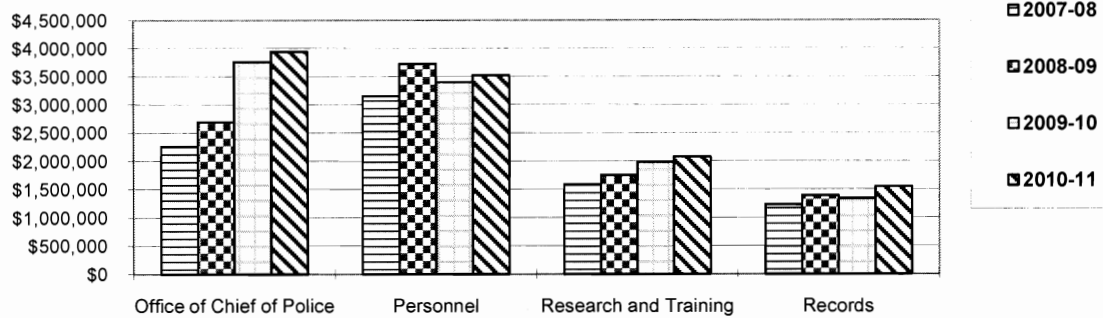
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Office of Chief of Police	\$ 2,259,072	\$ 2,691,320	\$ 3,761,110	\$ 3,939,560
Personnel	3,151,234	3,722,149	3,397,769	3,520,069
Research and Training	1,589,353	1,751,688	1,978,802	2,076,702
Records	1,230,019	1,387,735	1,340,100	1,553,500
Technical Services	6,563,304	6,965,256	6,447,342	6,277,212
Patrol	22,184,572	22,645,749	21,444,310	20,166,551
Traffic and Special Events	5,117,870	5,236,868	6,140,515	5,917,760
Detectives	6,597,972	7,141,565	8,479,961	8,966,614
Special Investigations	3,679,503	4,052,752	4,117,800	4,232,853
Emergency Services	63,536	321,726	297,304	173,454
Communications	5,649,584	6,026,354	6,177,027	5,721,132
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 63,582,040	\$ 62,545,407
General Fund Revenues	\$ 896,007	\$ 918,674	\$ 808,364	\$ 903,283
Animal Control Fund				
Animal Control	\$ 270,335	\$ 353,152	\$ 460,965	\$ 461,866
Animal Control Revenues	\$ 253,329	\$ 353,152	\$ 460,648	\$ 455,648

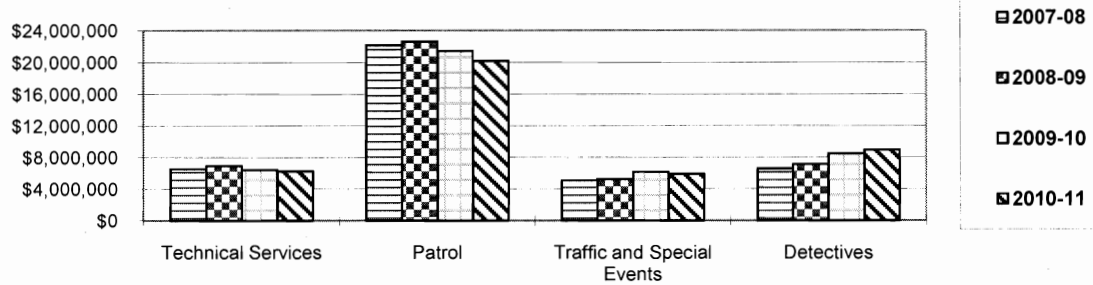
EXPENDITURES



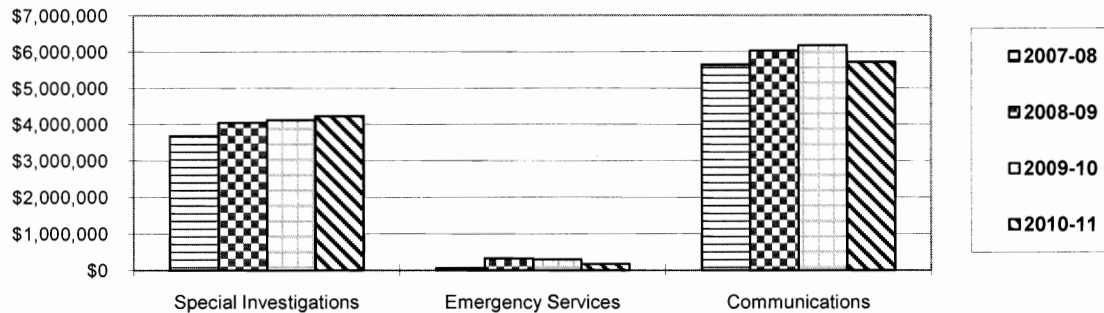
Police



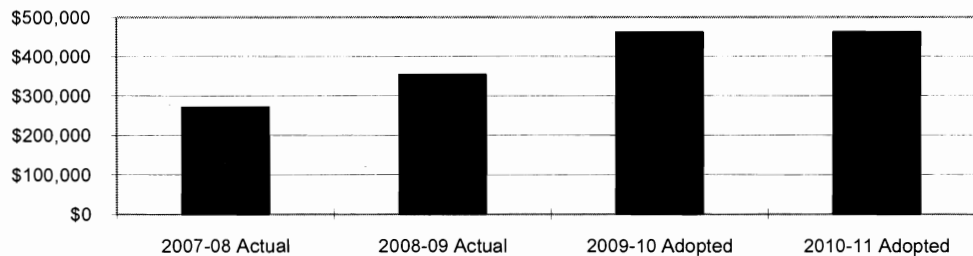
Police (continued)



Police (continued)



Animal Control

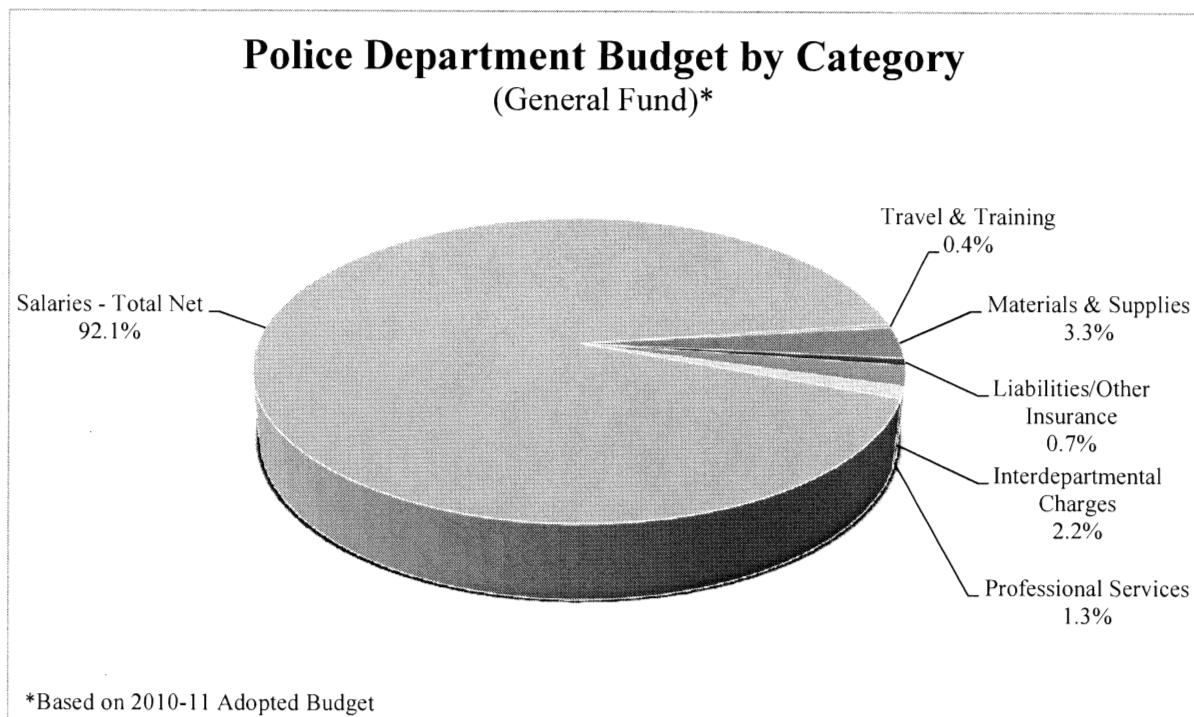


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 47,738,707	\$ 50,812,181	\$ 55,852,324	\$ 56,135,288
Overtime	5,685,609	5,884,706	3,282,400	2,071,428
Salaries - Total	53,424,316	56,696,887	59,134,724	58,206,716
Salaries - Reimbursements	(839,419)	(1,132,920)	(741,100)	(741,100)
Salaries - Labor Charges	148,571	189,765	162,570	167,186
Salaries - Total Net	52,733,468	55,753,732	58,556,194	57,632,802
Supplies and Services	5,352,551	6,189,430	5,025,846	4,912,605
Capital Outlay	-	-	-	-
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 63,582,040	\$ 62,545,407

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 53,572,888	\$ 56,886,652	\$ 59,297,294	\$ 58,373,902
Salary & Benefit Reimbursements	(839,420)	(1,132,920)	(741,100)	(741,100)
Materials, Supplies and Maintenance	2,323,598	2,455,879	2,148,624	2,139,824
Professional Services/Contracts	942,343	944,140	794,377	786,988
Travel, Training & Membership Dues	283,916	201,277	228,962	228,962
Liabilities & Other Insurance	578,049	690,373	462,560	462,560
Interdepartmental Charges	1,076,133	1,180,312	1,236,137	1,193,476
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	(12,301)	(3,066)	(54,466)	(54,466)
Operating Transfers Out	160,813	720,515	209,652	155,261
General Fund Total	\$ 58,086,019	\$ 61,943,162	\$ 63,582,040	\$ 62,545,407



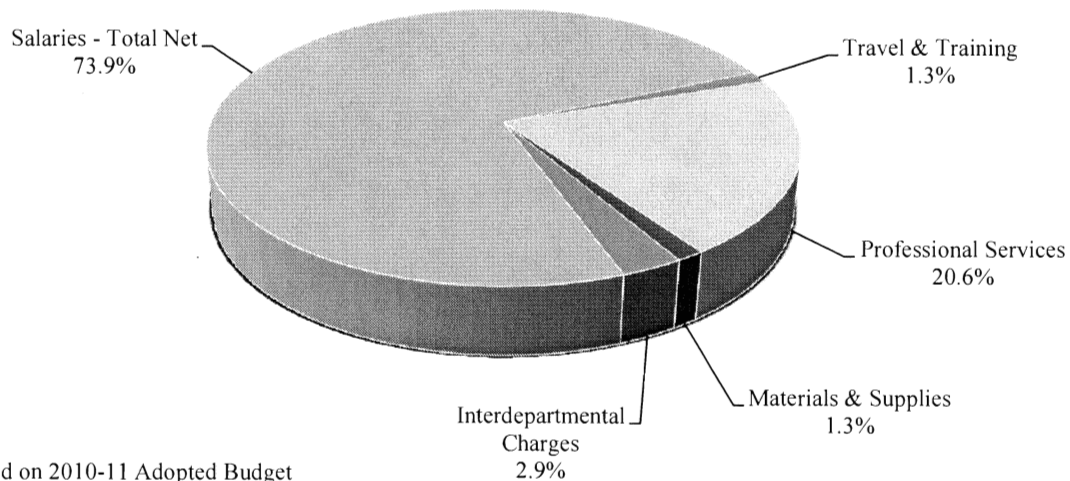
DEPARTMENT BUDGET (ANIMAL CONTROL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 219,745	\$ 260,401	\$ 317,100	\$ 304,527
Overtime	14,957	13,127	17,500	26,000
Salaries - Total	234,702	273,528	334,600	330,527
Salaries - Reimbursements	(58,346)	-	-	-
Salaries - Labor Charges	-	-	-	10,873
Salaries - Total Net	176,356	273,528	334,600	341,400
Supplies and Services	93,979	79,624	126,365	120,466
Capital Outlay	-	-	-	-
Animal Control Fund Total	\$ 270,335	\$ 353,152	\$ 460,965	\$ 461,866

DEPARTMENT BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 234,702	\$ 273,528	\$ 334,600	\$ 341,400
Salary & Benefit Reimbursements	(58,346)	-	-	-
Materials, Supplies and Maintenance	-	3,041	6,000	6,000
Professional Services/Contracts	71,232	54,755	100,000	95,000
Travel, Training & Membership Dues	7,538	6,000	6,000	6,000
Liabilities & Other Insurance	-	-	-	-
Interdepartmental Charges	15,209	15,828	14,365	13,466
Capital Acquisitions	-	-	-	-
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	-	-	-	-
Animal Control Fund Total	\$ 270,335	\$ 353,152	\$ 460,965	\$ 461,866

Police Department Budget by Category (Animal Control Fund)*



POLICE
DEPARTMENT PERSONNEL SUMMARY -

<u>General Fund</u> Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Police Chief	1.0	1.0	1.0	1.0
Police Captain	5.0	5.0	5.0	5.0
Police Lieutenant	15.0	15.0	14.0	14.0
Police Sergeant	34.0	34.0	33.0	33.0
Police Officer	186.0	186.0	182.0	171.0
Police Records Administrator	1.0	1.0	1.0	1.0
Police Supervisor	-	-	1.0	1.0
Police Services Officer	-	-	-	29.0
Services Officer	29.0	29.0	29.0	-
Identification Analyst	2.0	2.0	1.0	-
Forensic Identification Supervisor	-	-	-	1.0
Sr. Forensic Identification Specialist	-	-	2.0	2.0
Forensic Identification Specialist	-	-	-	4.0
Juvenile Diversion Coordinator	1.0	1.0	1.0	1.0
Juvenile Diversion Caseworker	1.0	1.0	1.0	1.0
Systems Analyst	1.0	1.0	1.0	1.0
Information Technology Analyst	2.0	2.0	2.0	2.0
Business Manager	1.0	1.0	1.0	1.0
Staff Assistant	1.0	1.8	1.8	3.8
Emergency Services Coordinator	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0
Info Tech Specialist	2.0	2.0	2.0	2.0
Secretary	13.0	13.0	12.0	11.0
Police Records Supervisor	3.0	3.0	2.0	2.0
Public Safety Communications Supervisor	2.0	2.0	3.0	2.0
Public Safety Dispatcher	-	24.0	24.0	24.0
Fire Communications Operator	9.0	-	-	-
Communications Operator	15.0	-	-	-
Police Records Technician	-	17.0	17.0	17.0
Typist Clerk	17.0	-	-	-
Crossing Guard	13.0	13.0	13.0	13.0
General Fund Total	357.0	357.8	352.8	345.8
<u>Animal Control Fund</u>				
Animal Control Supervisor	1.0	1.0	1.0	1.0
Animal Control Officer	2.0	2.0	2.0	3.0
Staff Assistant	-	1.0	1.0	-
Total Animal Control Fund	3.0	4.0	4.0	4.0
Grand Total	360.0	361.8	356.8	349.8

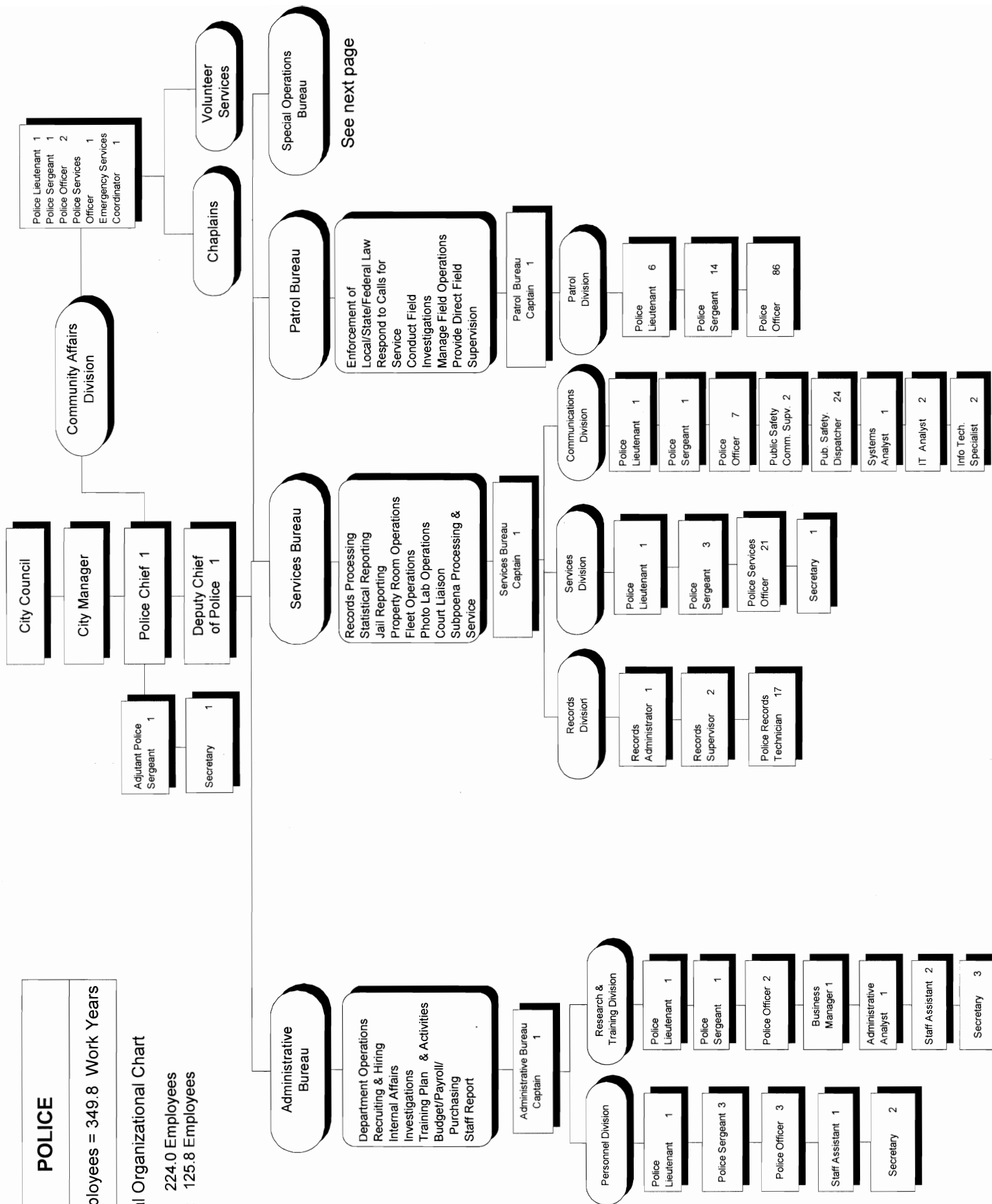
POLICE

No. of Employees = 349.8 Work Years

Functional Organizational Chart

Sworn: 224.0 Employees

Non-sworn: 125.8 Employees

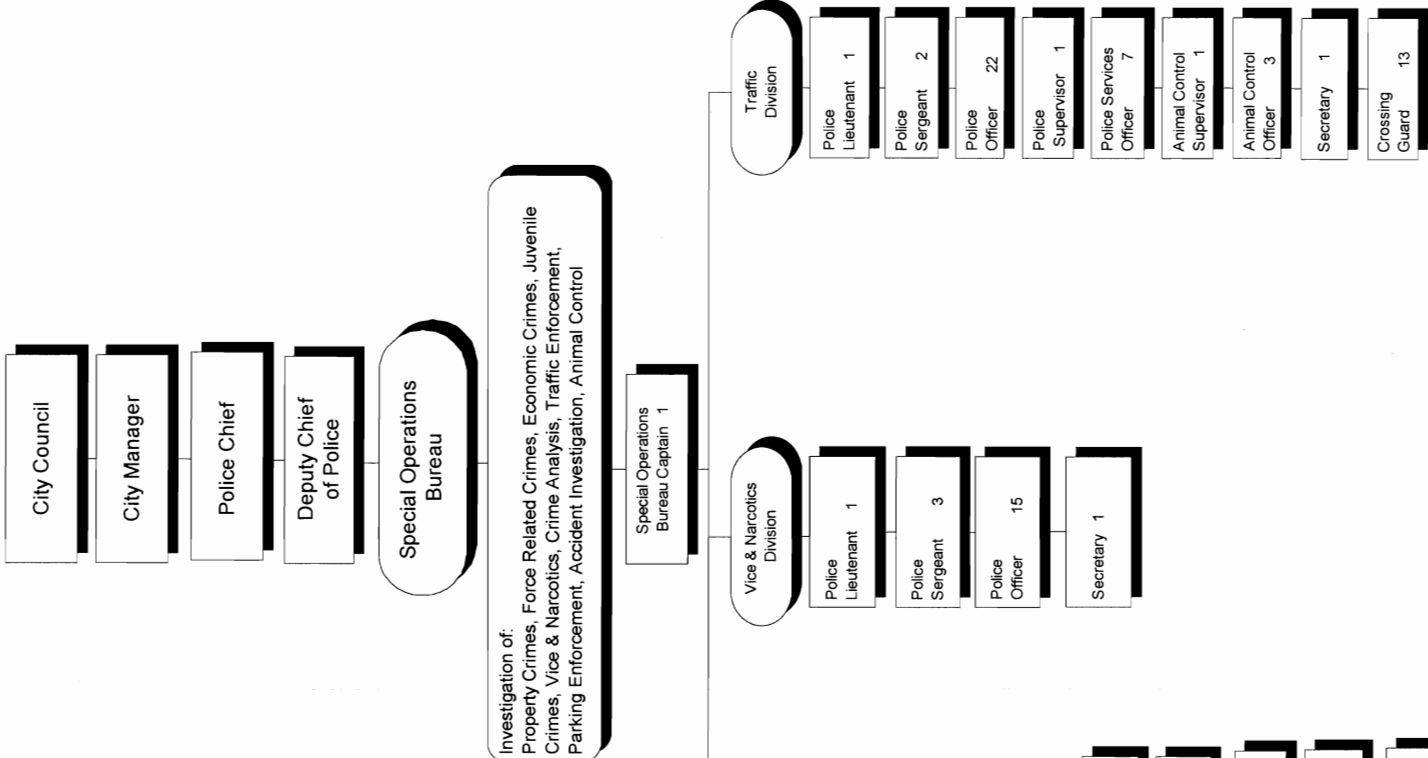


POLICE	
No. of Employees = 349.8 Work Years	

Functional Organization Chart (Continued)

Sworn: 224.0 Employees

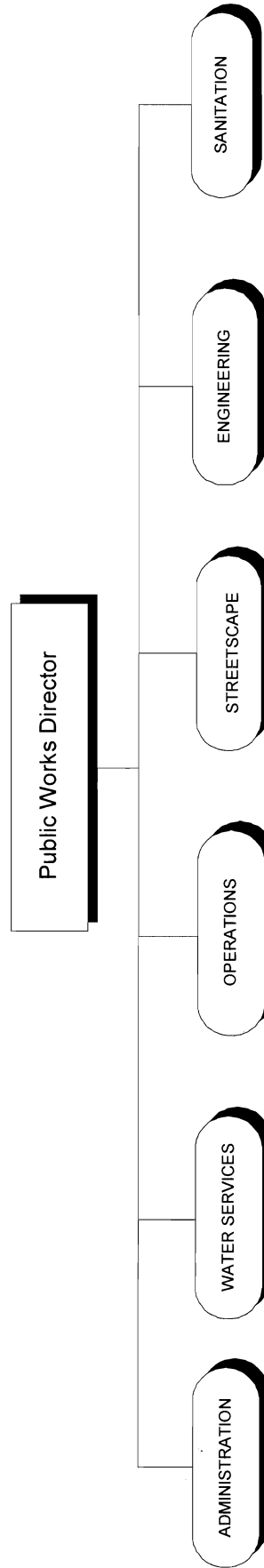
Non-sworn: 125.8 Employees



PUBLIC WORKS

Mission Statement: To provide a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

DEPARTMENT ORGANIZATION



Public Works

MISSION STATEMENT

The Public Works Department is committed to providing a superior level of public service and interdepartmental support in the most practical and competent manner possible. Through innovative methods, we seek to ensure a sound infrastructure and a healthy, aesthetic environment that contributes to the overall mission of the City.

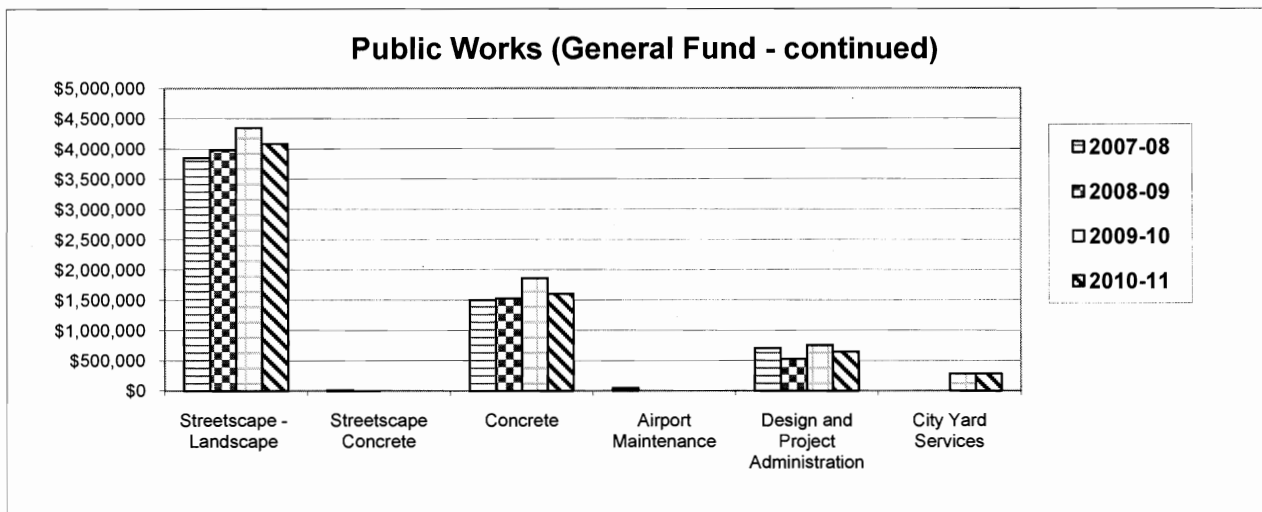
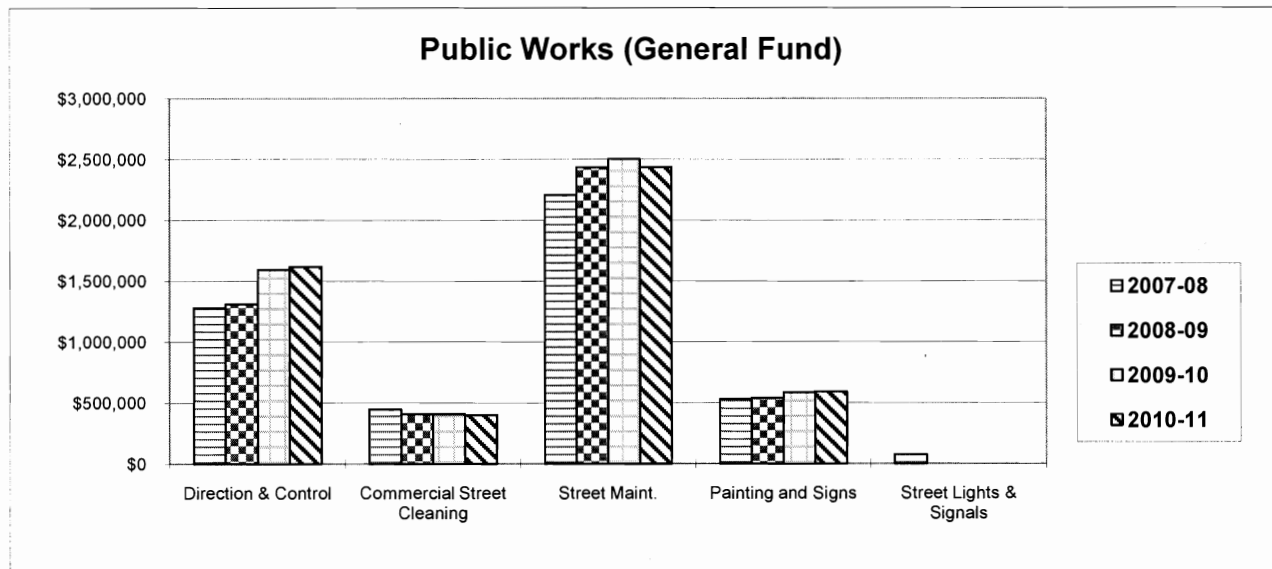
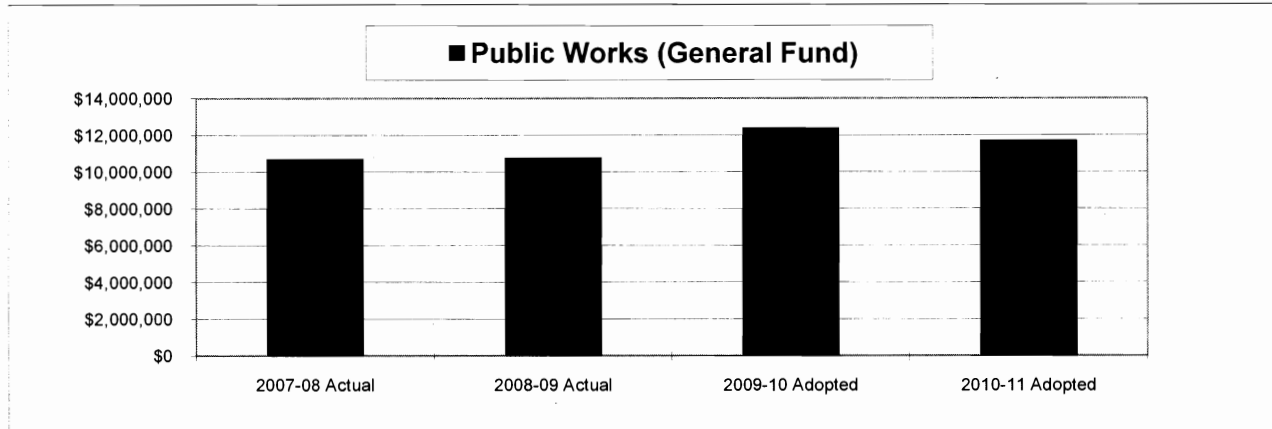
FUNCTIONAL RESPONSIBILITIES

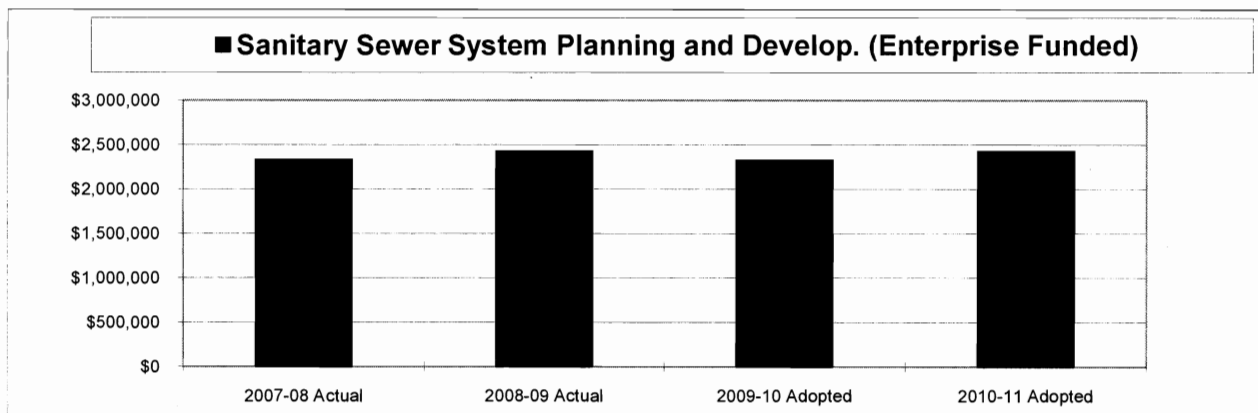
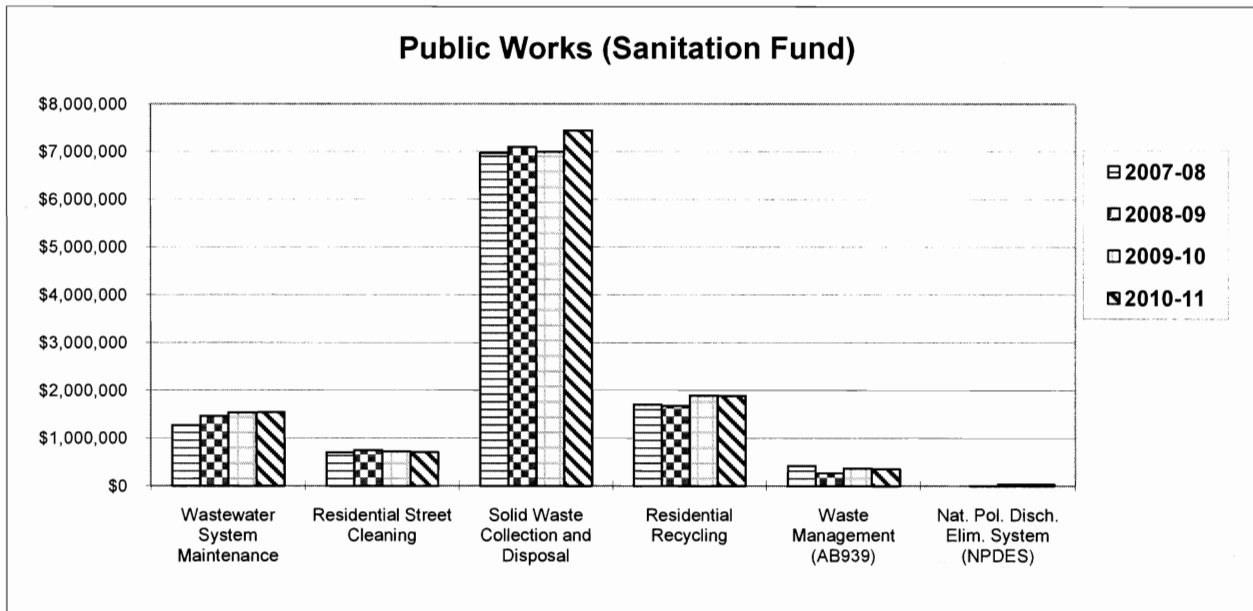
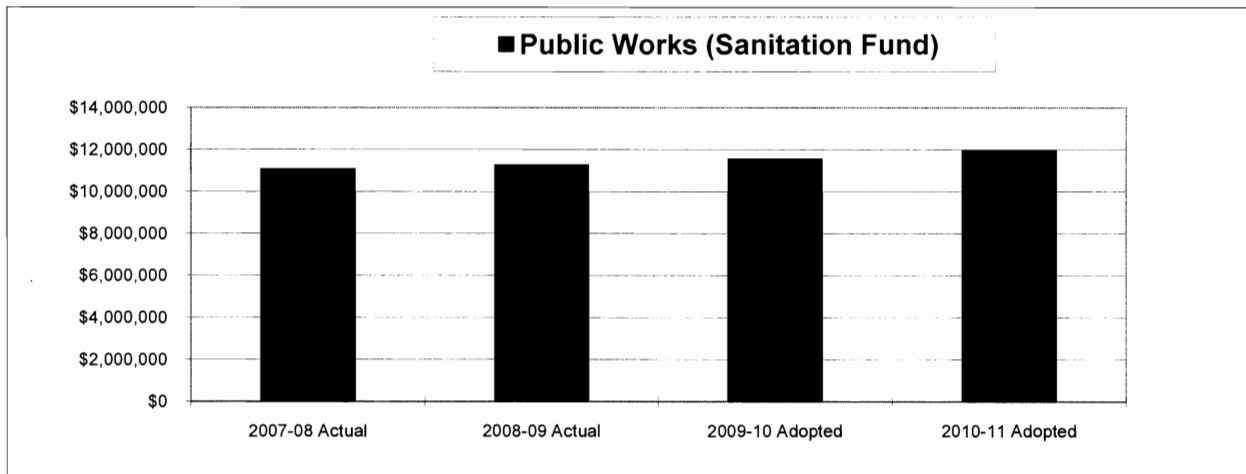
- Maintain sewer and storm drain infrastructure, including pump stations, catch basins and storm water retention basins.
- Street sweeping and residential refuse and recycling collection. • Maintain concrete sidewalks, curbs, and gutters throughout the City.
- Maintain City owned parkway trees and landscaped street medians, and parkways.
- Maintain roadway surfaces along with traffic signals, traffic striping, pavement markings, and street signage.
- Maintain the airport runways, taxiways and other ground surface areas at the Torrance Municipal Airport (Zamperini Field) as well as provides operational services to pilots and aircraft in conjunction with FAA Control Tower.
- Maintain and operate the Torrance Municipal Water System that includes transmission and distribution mains, storage reservoirs, pump stations, groundwater production wells and imported water connections, as well as performs water quality assurance testing.

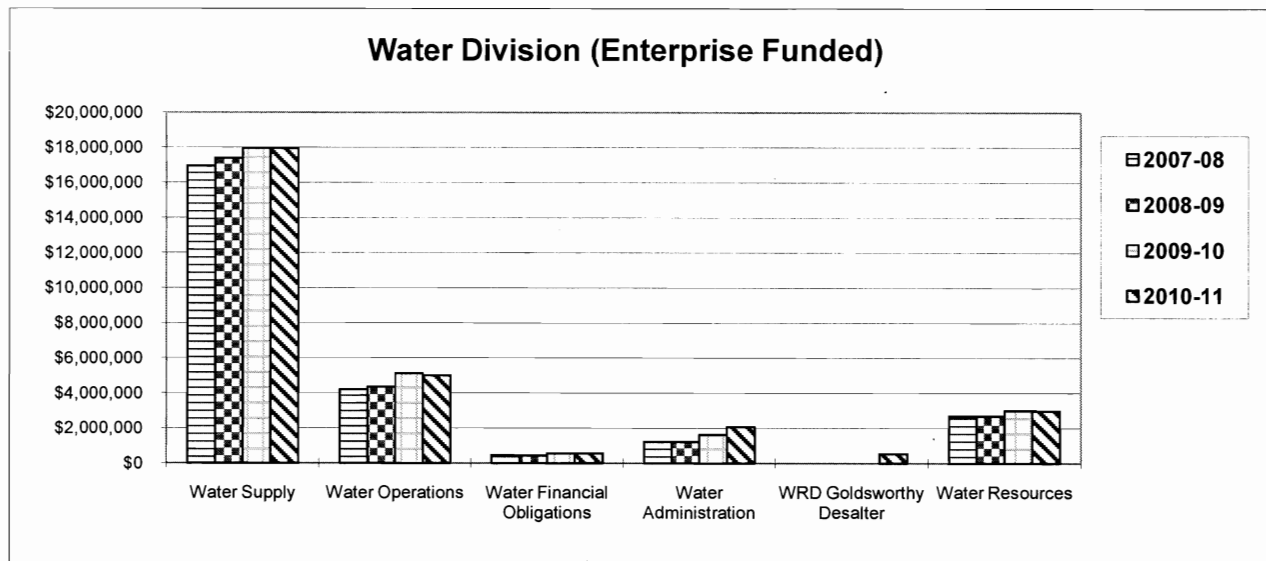
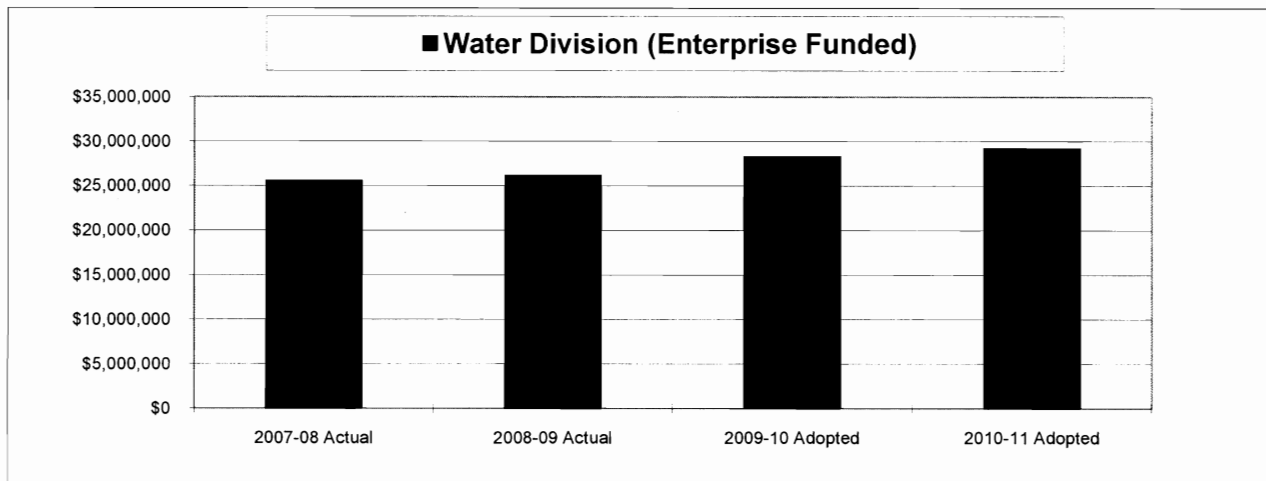
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
General Fund:				
Direction & Control	\$ 1,278,427	\$ 1,312,154	\$ 1,595,340	\$ 1,618,888
Commercial Street Cleaning	450,158	410,735	411,290	401,506
Street Maintenance and Repair	2,207,329	2,435,886	2,504,356	2,437,318
Painting and Signs	532,517	542,318	585,675	593,403
Street Lights & Signals	78,683	-	-	-
Streetscape - Landscape	3,851,215	3,978,856	4,346,522	4,084,100
Streetscape Concrete	10,617	2,987	-	-
Concrete	1,503,473	1,531,753	1,861,964	1,605,314
Airport Maintenance	45,030	-	-	-
Design and Project Administration	706,288	528,548	754,323	649,763
City Yard Services	-	-	283,646	283,046
Nat. Pol. Disch. Elim. System (NPDES)	-	-	-	-
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 12,343,116	\$ 11,673,338
General Fund Revenues	\$ 63,892	\$ 129,245	\$ 136,000	\$ 136,000
Sanitation Enterprise Fund:				
Wastewater System Maintenance	\$ 1,270,126	\$ 1,462,355	\$ 1,535,611	\$ 1,542,630
Residential Street Cleaning	699,735	744,933	715,751	704,700
Solid Waste Collection and Disposal	6,974,736	7,091,926	7,000,383	7,441,500
Residential Recycling	1,703,366	1,677,560	1,891,528	1,884,232
Waste Management (AB939)	420,417	266,924	365,277	352,235
Nat. Pol. Disch. Elim. System (NPDES)	-	8,171	32,800	33,200
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 11,541,350	\$ 11,958,497
Sanitation Enterprise Fund Revenues	\$ 11,053,702	\$ 11,371,076	\$ 11,254,620	\$ 11,164,620
Sewer Enterprise Fund				
Sanitary Sewer System Planning and Dev.	\$ 2,331,572	\$ 2,426,906	\$ 2,323,942	\$ 2,423,757
Sanitary Sewer System Revenues	\$ 2,357,561	\$ 2,300,612	\$ 1,909,500	\$ 2,112,500
Water Enterprise Fund				
Water Supply	\$ 16,958,058	\$ 17,392,912	\$ 17,948,000	\$ 17,948,000
Water Operations	4,204,771	4,361,210	5,126,420	5,027,746
Water Resources	449,323	430,342	571,034	569,004
Water Administration	1,222,472	1,229,403	1,610,968	2,090,426
Water Financial Obligations	2,712,804	2,703,065	3,015,267	3,000,732
WRD Goldsworthy Desalter	-	-	-	539,455
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 28,271,689	\$ 29,175,363
Water Enterprise Fund Revenues	\$ 23,902,486	\$ 23,883,119	\$ 28,879,000	\$ 29,368,155

EXPENDITURES





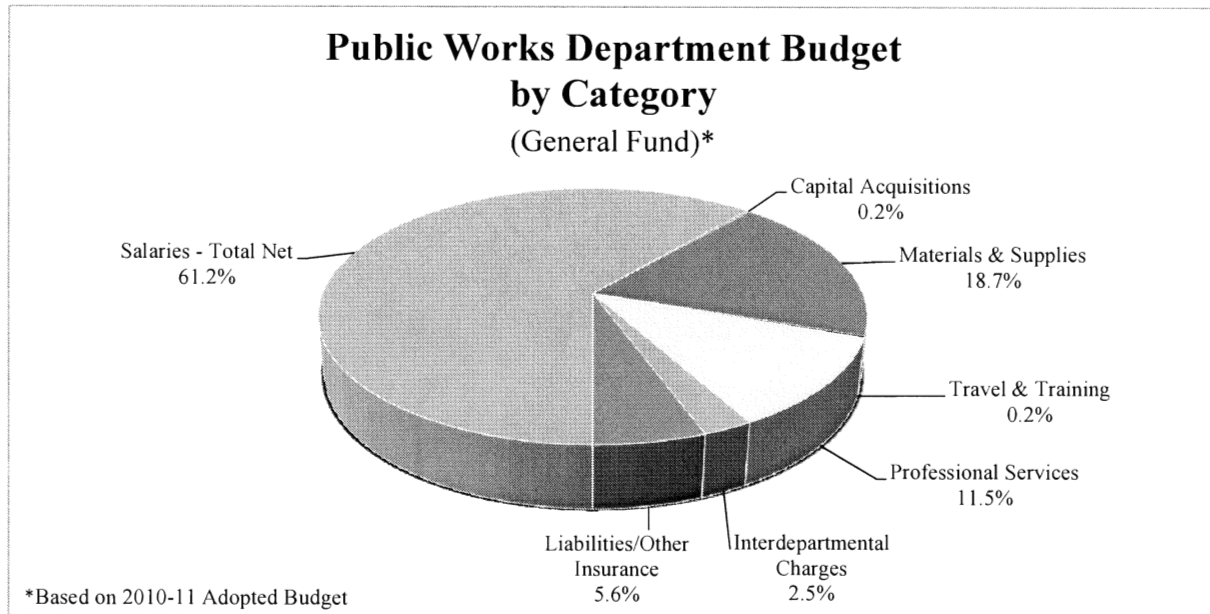


DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 8,280,481	\$ 8,931,341	\$ 10,187,860	\$ 9,360,726
Overtime	278,810	284,184	191,600	165,034
Salaries - Total	8,559,291	9,215,525	10,379,460	9,525,760
Salaries - Reimbursements	(2,177,062)	(2,461,260)	(2,647,552)	(2,451,049)
Salaries - Labor Charges	67,938	61,928	70,470	70,751
Salaries - Total Net	6,450,167	6,816,193	7,802,378	7,145,462
Supplies and Services	4,142,768	3,903,929	4,511,988	4,499,126
Capital Outlay	70,802	23,115	28,750	28,750
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 12,343,116	\$ 11,673,338

DEPARTMENT BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 8,627,229	\$ 9,277,453	\$ 10,449,930	\$ 9,596,511
Salary & Benefit Reimbursements	(2,177,062)	(2,461,260)	(2,647,552)	(2,451,049)
Materials, Supplies and Maintenance	3,070,222	2,811,580	2,837,242	2,832,707
Professional Services/Contracts	1,039,451	979,351	1,347,736	1,339,290
Travel, Training & Membership Dues	17,008	17,742	26,938	26,938
Liabilities & Other Insurance	509,613	556,199	656,135	656,135
Interdepartmental Charges	195,962	222,905	253,788	247,208
Capital Acquisitions	70,802	23,115	28,750	28,750
Reimbursements from Other Funds	(741,720)	(740,091)	(661,731)	(649,963)
Operating Transfers Out	52,232	56,243	51,880	46,811
General Fund Total	\$ 10,663,737	\$ 10,743,237	\$ 12,343,116	\$ 11,673,338

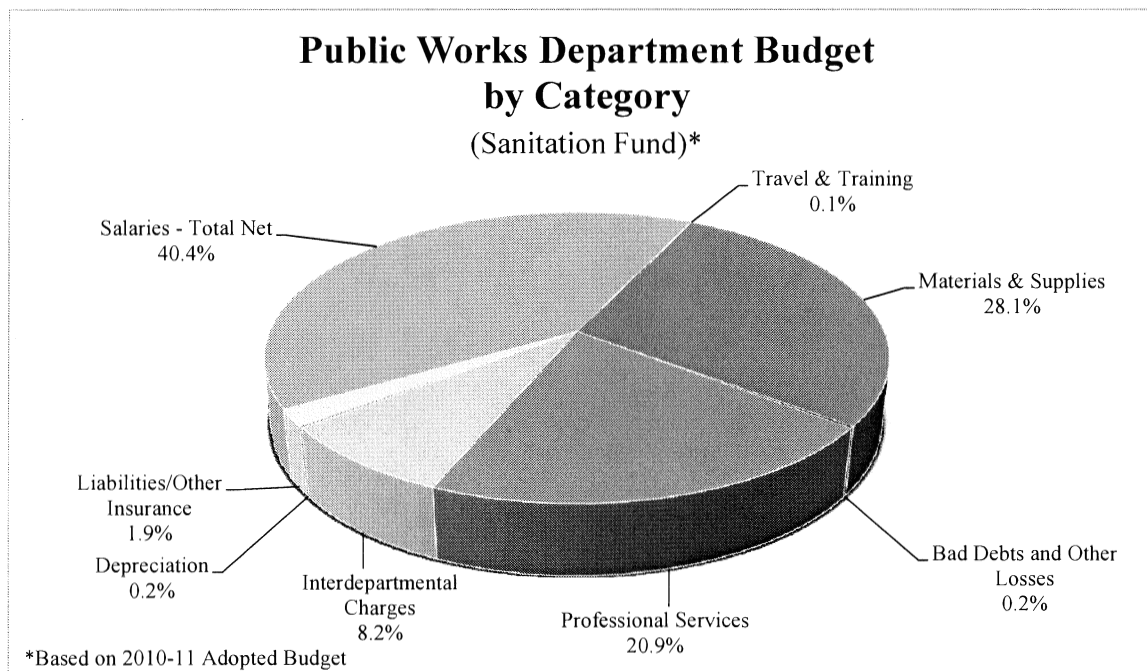


DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,806,990	\$ 4,075,872	\$ 4,424,840	\$ 4,470,840
Overtime	164,426	173,398	231,500	221,400
Salaries - Total	3,971,416	4,249,270	4,656,340	4,692,240
Salaries - Reimbursements	(2,274)	(4,092)	(36,710)	(36,522)
Salaries - Labor Charges	136,466	117,791	173,569	178,043
Salaries - Total Net	4,105,608	4,362,969	4,793,199	4,833,761
Supplies and Services	6,962,772	6,888,900	6,748,151	7,124,736
Capital Outlay	-	-	-	-
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 11,541,350	\$ 11,958,497

DEPARTMENT BUDGET (SANITATION ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 4,107,883	\$ 4,367,061	\$ 4,829,909	\$ 4,870,283
Salary & Benefit Reimbursements	(2,274)	(4,092)	(36,710)	(36,522)
Materials, Supplies and Maintenance	3,539,542	3,296,274	3,028,740	3,405,228
Professional Services/Contracts	2,177,096	2,267,252	2,503,352	2,503,352
Travel, Training & Membership Dues	4,212	6,231	6,800	6,800
Depreciation	24,818	25,102	25,180	25,180
Liabilities & Other Insurance	129,770	130,032	222,374	222,374
Interdepartmental Charges	756,838	831,692	982,557	982,464
Debt Service				
Loans Contra Expenditures				
Capital Acquisitions				
Bad Debts and Other Losses	12,833	14,944	22,720	22,720
Asset Contra Account	-			
Reimbursements from Other Funds	(27,636)	(13,946)	(46,000)	(46,000)
Operating Transfers Out	345,298	331,319	2,428	2,618
Sanitation Enterprise Fund Total	\$ 11,068,380	\$ 11,251,869	\$ 11,541,350	\$ 11,958,497

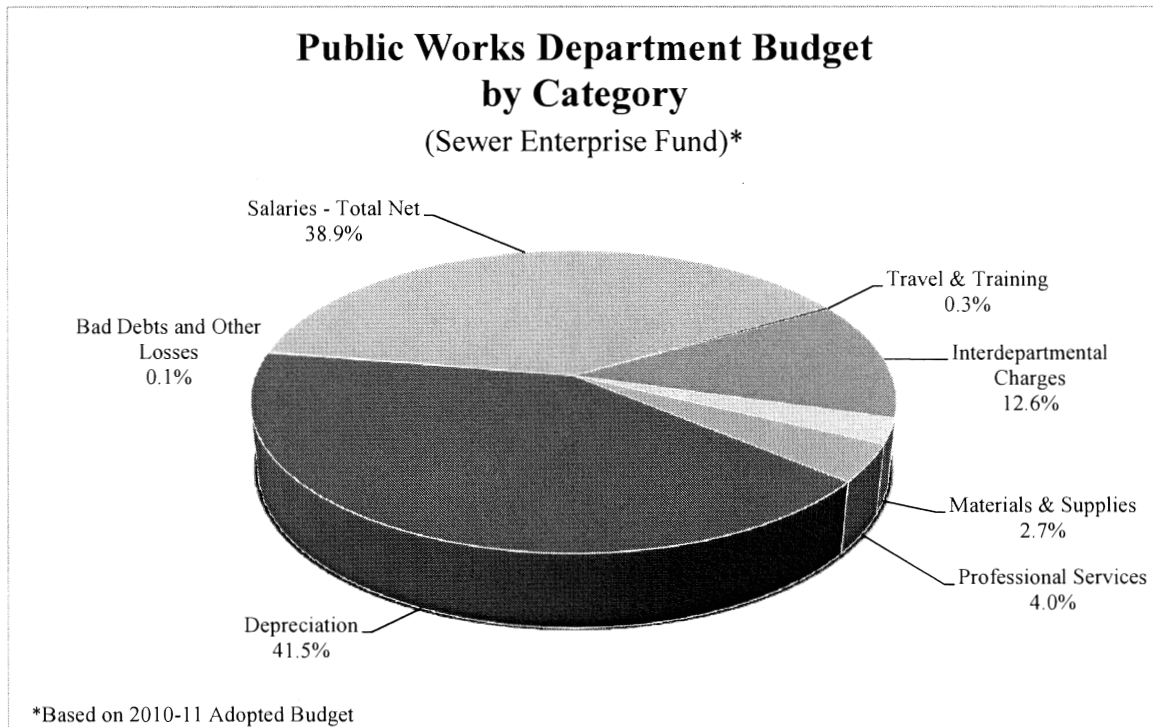


DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 803,175	\$ 846,980	\$ 1,101,000	\$ 1,157,400
Overtime	20,184	27,685	33,400	33,700
Salaries - Total	823,359	874,665	1,134,400	1,191,100
Salaries - Reimbursements	(446,770)	(486,833)	(500,850)	(500,700)
Salaries - Labor Charges	209,739	236,174	243,164	251,612
Salaries - Total Net	586,328	624,006	876,714	942,012
Supplies and Services	1,739,615	1,802,900	1,442,528	1,477,045
Capital Outlay	5,629	-	4,700	4,700
Sewer Enterprise Fund Total	\$ 2,331,572	\$ 2,426,906	\$ 2,323,942	\$ 2,423,757

DEPARTMENT BUDGET (SEWER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 1,033,098	\$ 1,110,839	\$ 1,377,564	\$ 1,442,712
Salary & Benefit Reimbursements	(446,770)	(486,833)	(500,850)	(500,700)
Materials, Supplies and Maintenance	7,966	13,705	26,921	65,133
Professional Services/Contracts	52,282	52,066	96,870	96,870
Travel, Training & Membership Dues	4,179	3,268	6,514	6,514
Depreciation	935,438	903,929	1,005,000	1,005,000
Interdepartmental Charges	152,849	166,892	229,423	230,228
Capital Acquisitions	5,629	-	4,700	4,700
Bad Debts and Other Losses	987	1,664	7,500	3,000
Asset Contra Account	(5,629)	-	(4,700)	(4,700)
Operating Transfers Out	591,543	661,376	75,000	75,000
Sewer Enterprise Fund Total	\$ 2,331,572	\$ 2,426,906	\$ 2,323,942	\$ 2,423,757

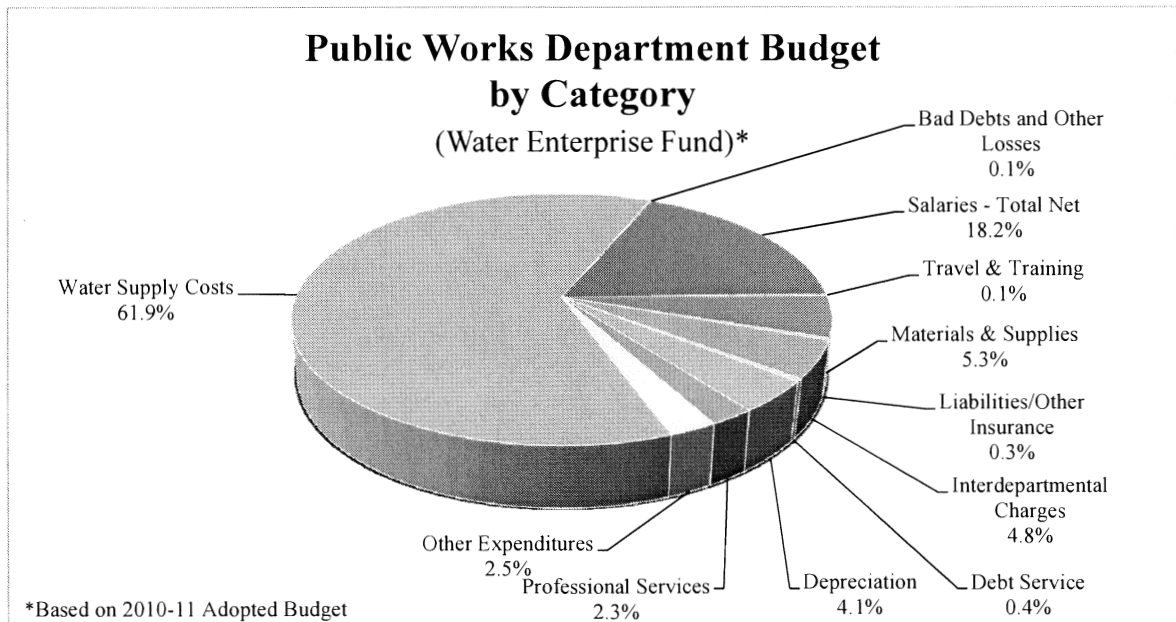


DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 3,267,799	\$ 3,421,165	\$ 4,154,670	\$ 4,270,670
Overtime	134,857	120,572	270,700	274,900
Salaries - Total	3,402,656	3,541,737	4,425,370	4,545,570
Salaries - Reimbursements	(327,704)	(313,969)	(371,120)	(453,790)
Salaries - Labor Charges	852,087	907,637	957,890	1,210,090
Salaries - Total Net	3,927,039	4,135,405	5,012,140	5,301,870
Supplies and Services	21,617,796	20,495,689	23,203,349	23,817,293
Capital Outlay	2,593	1,485,838	56,200	56,200
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 28,271,689	\$ 29,175,363

DEPARTMENT BUDGET (WATER ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 4,254,743	\$ 4,449,374	\$ 5,383,260	\$ 5,755,660
Salary & Benefit Reimbursements	(327,704)	(313,969)	(371,120)	(453,790)
Materials, Supplies and Maintenance	1,137,086	949,995	1,210,198	1,567,073
Professional Services/Contracts	418,346	501,971	581,674	666,474
Water Supply Costs	13,604,422	14,527,089	17,903,000	18,063,000
Parts & Fuel Inventory	367,977	342,005	450,000	450,000
MWD Ultra-Low Flow Rebate Prog	-	-	-	-
Travel, Training & Membership Dues	22,421	25,277	42,275	42,275
Depreciation and Amortization	1,176,624	1,136,579	1,200,000	1,200,000
Liabilities & Other Insurance	47,759	63,299	92,109	92,109
Interdepartmental Charges	990,800	1,071,342	1,330,349	1,367,105
Debt Service	615,939	636,408	626,125	624,050
Loans Contra Expenditures	(465,000)	(500,000)	(500,000)	(515,000)
Inventory Contra Account	(367,977)	(342,005)	(450,000)	(450,000)
Capital Acquisitions	2,593	1,485,838	56,200	56,200
Bad Debts and Other Losses	19,162	29,536	34,300	30,000
Fixed Assets Contra Expenditures	-	(1,479,770)	(56,200)	(56,200)
Reimbursements from Other Funds	(13,174)	(5,268)	(8,000)	(8,000)
Other Expenditures	718,000	718,000	718,000	718,000
Operating Transfers Out	3,345,411	2,821,231	29,519	26,407
Water Enterprise Fund Total	\$ 25,547,428	\$ 26,116,932	\$ 28,271,689	\$ 29,175,363



**PUBLIC WORKS
DEPARTMENT PERSONNEL SUMMARY**

Position Title All Funds	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Public Works Director	1.0	1.0	1.0	1.0
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	1.0	1.0	1.0	1.0
Sanitation Services Manager	1.0	1.0	1.0	1.0
Streetscape Manager	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0
Administrative Analyst	3.0	3.0	3.0	3.0
Waste Management Coordinator	1.0	1.0	1.0	1.0
Intern	-	-	-	-
Public Works Supervisor	7.0	8.0	8.0	7.0
Street Maintenance Leader	3.0	3.0	3.0	3.0
Lead Maintenance Worker	-	-	11.0	12.0
Construction Equipment Operator	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	4.0	-	-
Tree Trimmer	7.0	7.0	7.0	7.0
Pest Control Technician	-	-	1.0	1.0
Pest Control Applicator	-	1.0	-	-
Senior Groundskeeper	7.0	7.0	-	-
Maintenance Worker	-	-	46.0	42.0
Groundskeeper	13.0	13.0	-	-
Cement Finisher	3.0	3.0	3.0	2.0
Sanitation Equipment Operator	-	-	27.0	27.0
Equipment Operator	-	-	12.0	11.0
Heavy Equipment Operator	18.0	18.0	-	-
Light Equipment Operator	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	-	-	4.0
Electrician	3.0	3.0	4.0	-
Electrician Helper	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	29.5	27.5	-	-
Refuse Truck Operator	21.0	21.0	-	-
Refuse Worker	7.5	7.5	-	-
Wastewater Technician	-	-	6.0	6.0
Sewer Maintenance Worker	4.0	6.0	-	-
Airport Operations Supervisor	1.0	1.0	-	-
Airport Worker	6.0	6.0	2.0	2.0
Supervising Administrative Assistant	-	-	-	1.0
Administrative Secretary	1.0	1.0	1.0	-
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0
Engineering Manager	-	4.0	4.0	4.0
Project Manager	4.0	-	-	-
Associate Engineer	9.0	9.0	9.0	8.0
Assistant Engineer	2.0	2.0	2.0	2.0
Survey Party Chief	1.0	1.0	-	-
Engineering Technician III	3.0	3.0	3.0	3.0
Water Service Tech III	10.0	10.0	10.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	12.0	12.0	12.0
Engineering Technician I	1.0	1.0	1.0	1.0
Secretary	5.0	5.0	5.0	5.0
Typist Clerk	-	-	0.5	0.5
Total	206.0	209.0	202.5	196.5

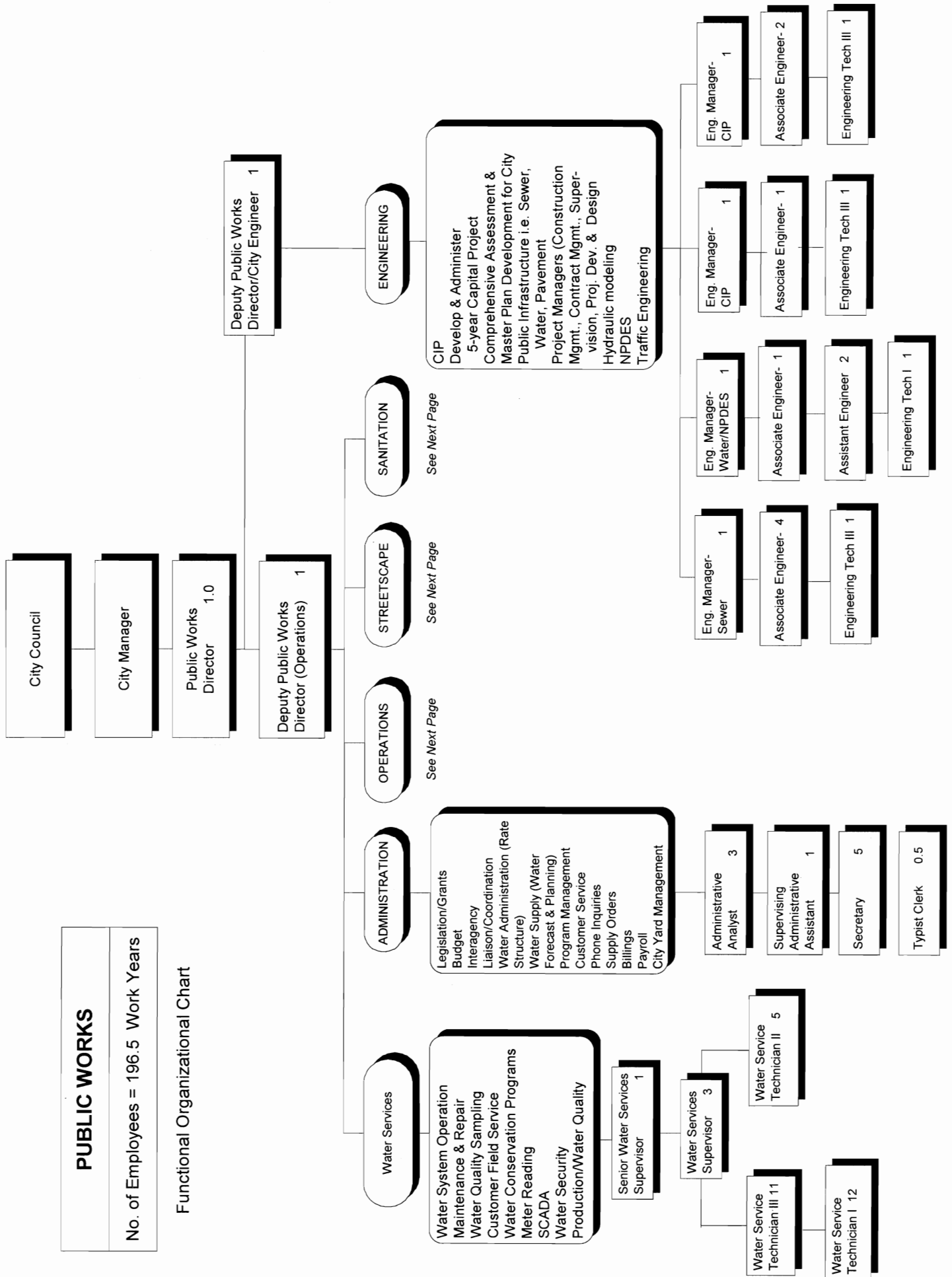
Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
General Fund				
Public Works Director	0.8	0.8	0.8	0.8
Deputy Public Works Director - Engineering	1.0	1.0	1.0	1.0
Deputy Public Works Director - Operations	0.7	0.7	1.0	0.3
Engineering Manager	-	2.0	2.0	2.0
Project Manager	2.0	-	-	-
Associate Engineer	6.0	6.0	6.0	5.0
Assistant Engineer	1.0	1.0	1.0	1.0
Survey Party Chief	1.0	1.0	-	-
Engineering Technician III	2.0	2.0	2.0	2.0
Streetscape Manager	1.0	1.0	1.0	1.0
Street Operations Manager	1.0	1.0	1.0	1.0
Administrative Analyst	0.8	0.8	0.8	0.8
Public Works Supervisor	4.0	5.0	5.0	4.0
Street Maintenance Leader	2.0	2.0	2.0	2.0
Lead Maintenance Worker	-	-	11.0	12.0
Construction Equipment Operator	1.0	1.0	1.0	1.0
Senior Tree Trimmer	5.0	4.0	-	-
Tree Trimmer	7.0	7.0	7.0	7.0
Pest Control Technician	-	-	1.0	1.0
Pest Control Applicator	-	1.0	-	-
Senior Groundskeeper	7.0	7.0	-	-
Airport Worker	-	-	2.0	2.0
Maintenance Worker	-	-	30.4	26.4
Groundskeeper	13.0	13.0	-	-
Cement Finisher	3.0	3.0	3.0	2.0
Sanitation Equipment Operator	-	-	2.3	2.3
Equipment Operator	-	-	11.0	10.0
Heavy Equipment Operator	13.3	13.3	-	-
Light Equipment Operator	-	-	-	-
Traffic and Lighting Supervisor	1.0	1.0	1.0	1.0
Traffic Painter	3.0	3.0	3.0	3.0
Traffic Signal Technician	-	-	-	4.0
Electrician	3.0	3.0	4.0	-
Electrician Helper	1.0	1.0	1.0	1.0
Semi-Skilled Laborer	19.4	19.4	-	-
Supervising Administrative Assistant	-	-	-	1.0
Administrative Secretary	1.0	1.0	1.0	-
Secretary	1.5	1.5	1.6	1.6
Typist Clerk	-	-	0.5	0.5
General Fund Total	102.5	103.5	104.4	96.7
Sanitation Enterprise Fund				
Public Works Director	0.2	0.2	0.2	0.2
Deputy Public Works Director - Operations	-	-	-	0.3
Sanitation Services Manager	1.0	1.0	1.0	1.0
Administrative Analyst	0.2	0.2	0.2	0.2
Waste Management Coordinator	1.0	1.0	1.0	1.0
Intern	-	-	-	-
Public Works Supervisor	3.0	3.0	3.0	3.0
Sanitation Equipment Operator	-	-	24.7	24.7
Heavy Equipment Operator	3.7	3.7	-	-
Light Equipment Operator	-	-	-	-
Maintenance Worker	-	-	13.6	13.6
Semi-Skilled Laborer	6.1	6.1	-	-
Refuse Truck Operator	21.0	21.0	-	-
Refuse Worker	7.5	7.5	-	-
Wastewater Technician	-	-	4.0	4.0
Sewer Maintenance Worker	4.0	4.0	-	-
Secretary	1.4	1.4	1.4	1.4
Total Sanitation Enterprise Fund	49.1	49.1	49.1	49.4

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Sewer Enterprise Fund				
Deputy Public Works Director - Operations	-	-	-	0.2
Engineering Manager	-	1.0	1.0	1.0
Project Manager	1.0	-	-	-
Associate Engineer	2.0	2.0	2.0	2.0
Engineering Technician III	1.0	1.0	1.0	1.0
Street Maintenance Leader	1.0	1.0	1.0	1.0
Equipment Operator	-	-	1.0	1.0
Heavy Equipment Operator	1.0	1.0	-	-
Light Equipment Operator	-	-	-	-
Wastewater Technician	-	-	2.0	2.0
Sewer Maintenance Worker	-	2.0	-	-
Maintenance Worker	-	-	2.0	2.0
Semi-skilled Laborer	2.0	2.0	-	-
Total Sewer Enterprise Fund	8.0	10.0	10.0	10.2
Airport Enterprise Fund				
Public Works Director	-	-	-	-
Deputy Public Works Director - Operations	0.3	0.3	-	-
Airport Operations Supervisor	1.0	1.0	-	-
Airport Worker	6.0	6.0	-	-
Secretary	0.1	0.1	-	-
Total Airport Enterprise Fund	7.4	7.4	-	-
Water Enterprise Fund				
Deputy Public Works Director - Operations	-	-	-	0.2
Sr. Water Service Supervisor	1.0	1.0	1.0	1.0
Water Service Supervisor	3.0	3.0	3.0	3.0
Engineering Manager	-	1.0	1.0	1.0
Project Manager	1.0	-	-	-
Associate Engineer	1.0	1.0	1.0	1.0
Assistant Engineer	1.0	1.0	1.0	1.0
Water Service Tech III	10.0	10.0	10.0	11.0
Water Service Tech II	5.0	5.0	5.0	5.0
Water Service Tech I	10.0	12.0	12.0	12.0
Semi-Skilled Laborer	2.0	-	-	-
Administrative Analyst	2.0	2.0	2.0	2.0
Engineering Technician I	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0
Total Water Enterprise Fund	39.0	39.0	39.0	40.2
Grand Total	206.0	209.0	202.5	196.5

PUBLIC WORKS

No. of Employees = 196.5 Work Years

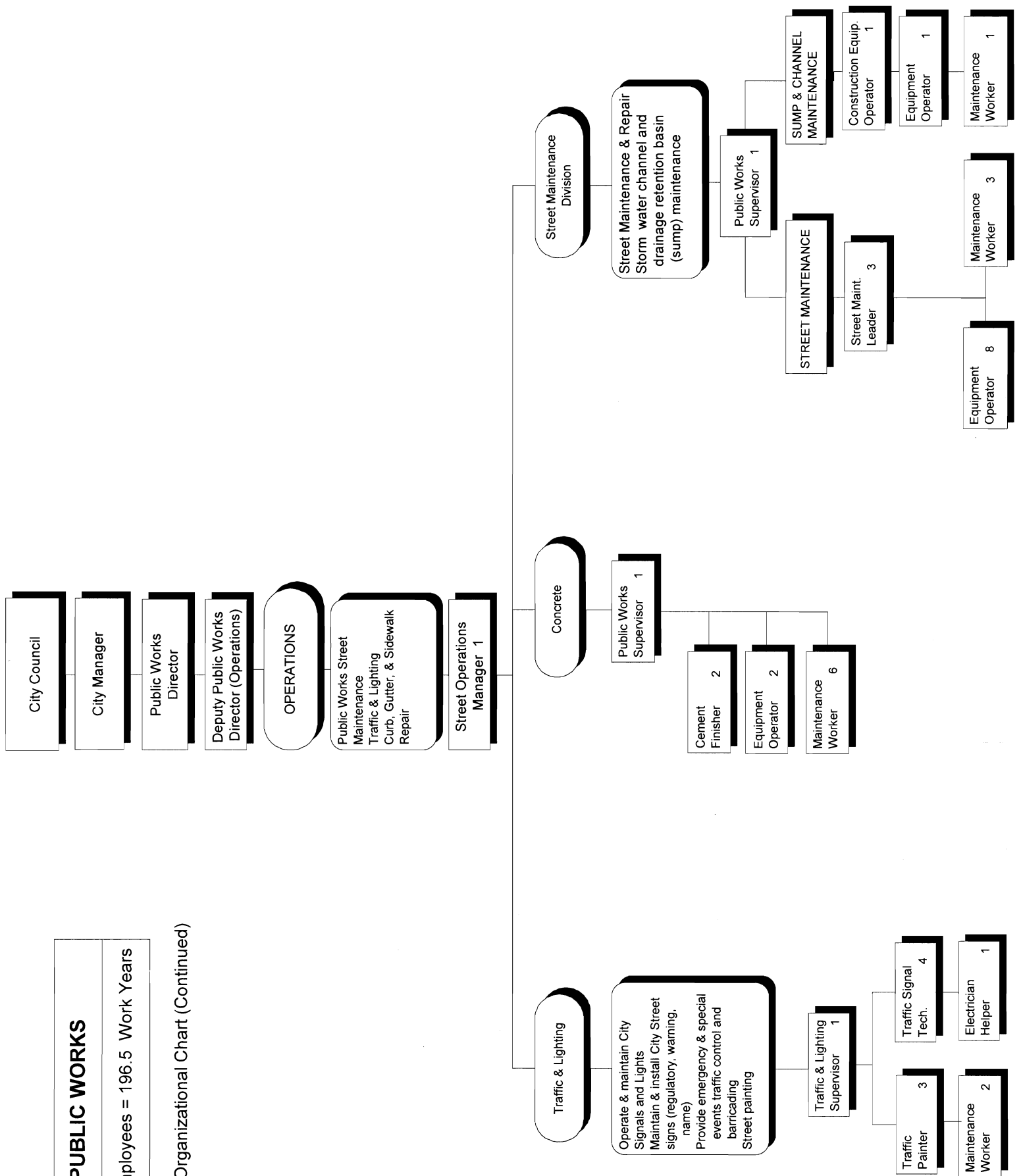
Functional Organizational Chart



PUBLIC WORKS
No. of Employees = 196.5 Work Years

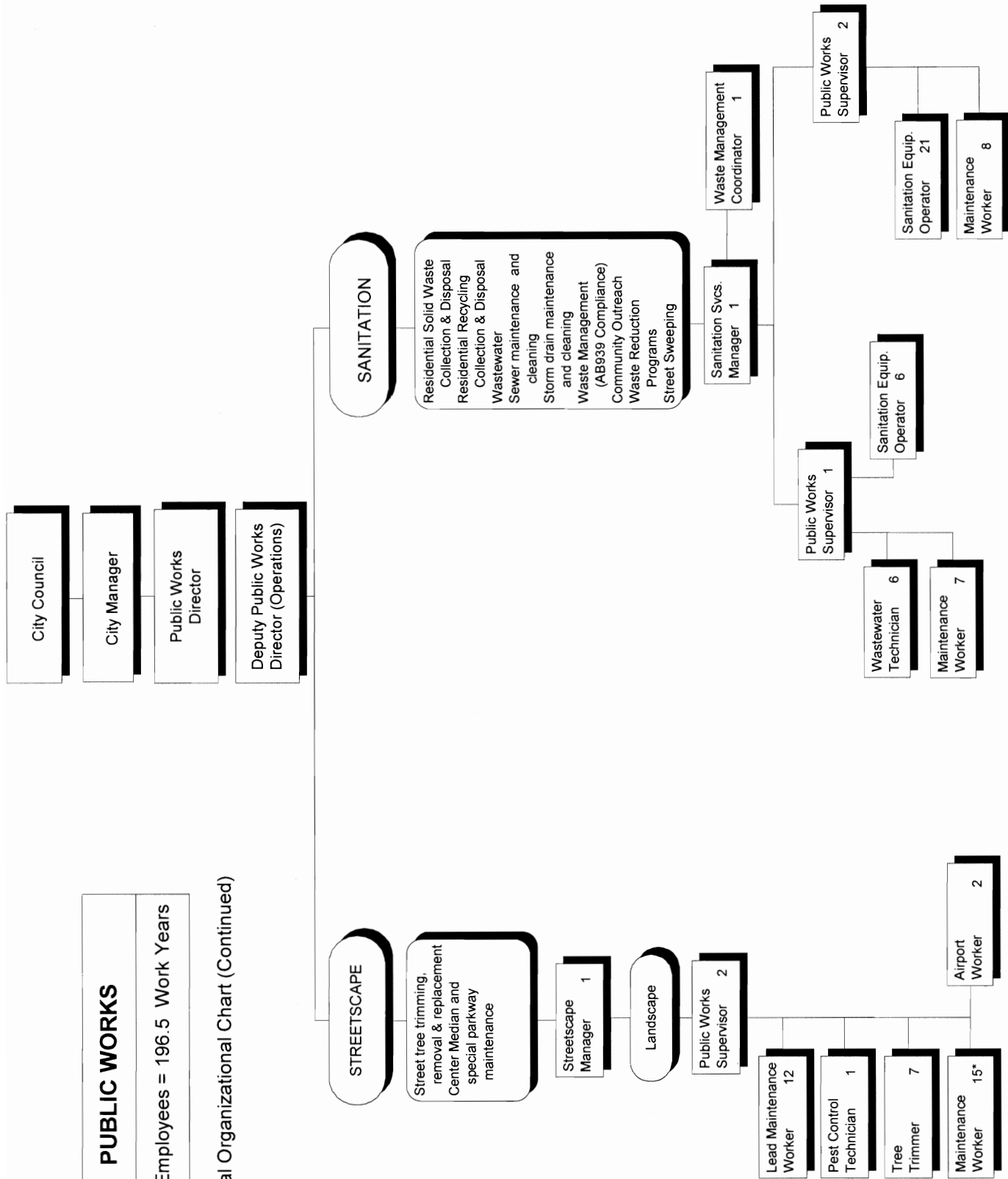
PUBLIC WORKS
No. of Employees = 196.5 Work Years

Functional Organizational Chart (Continued)



PUBLIC WORKS	
No. of Employees = 196.5	Work Years

Functional Organizational Chart (Continued)



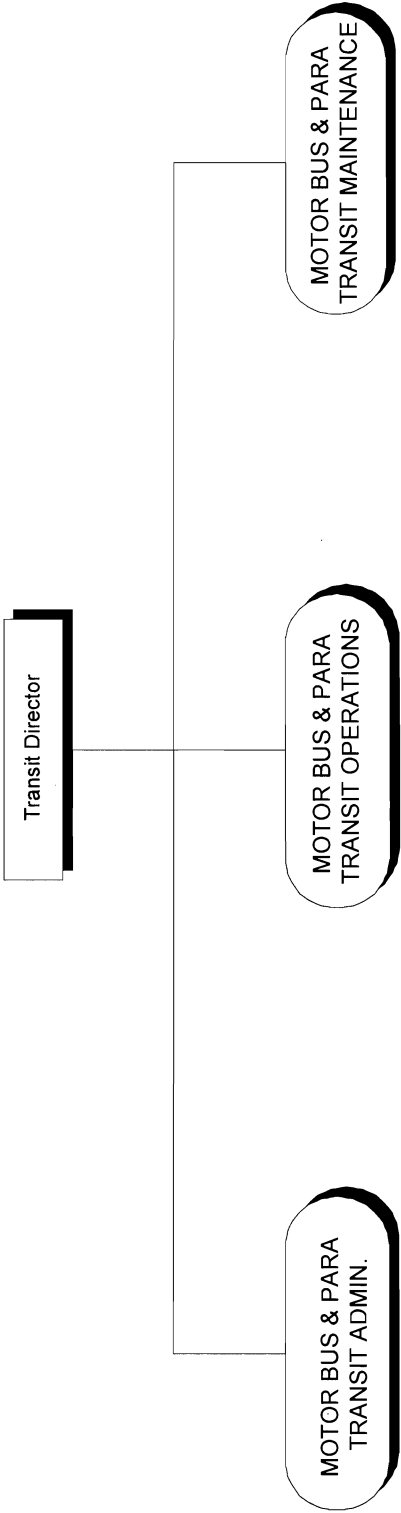
*Note - 1.0 Maintenance Worker position held through 6-30-11 pending reduction of vacation accrual by 9 hours.

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TRANSIT

Mission Statement: To provide reliable, safe, inexpensive, and courteous transportation to our customers - the people, who live, work and do business in the City of Torrance.

DEPARTMENT ORGANIZATION



Transit

MISSION STATEMENT

The mission of the Torrance Transit System is to provide reliable, safe, inexpensive, and courteous transportation to our customers -- the people who live, work and do business in the City of Torrance.

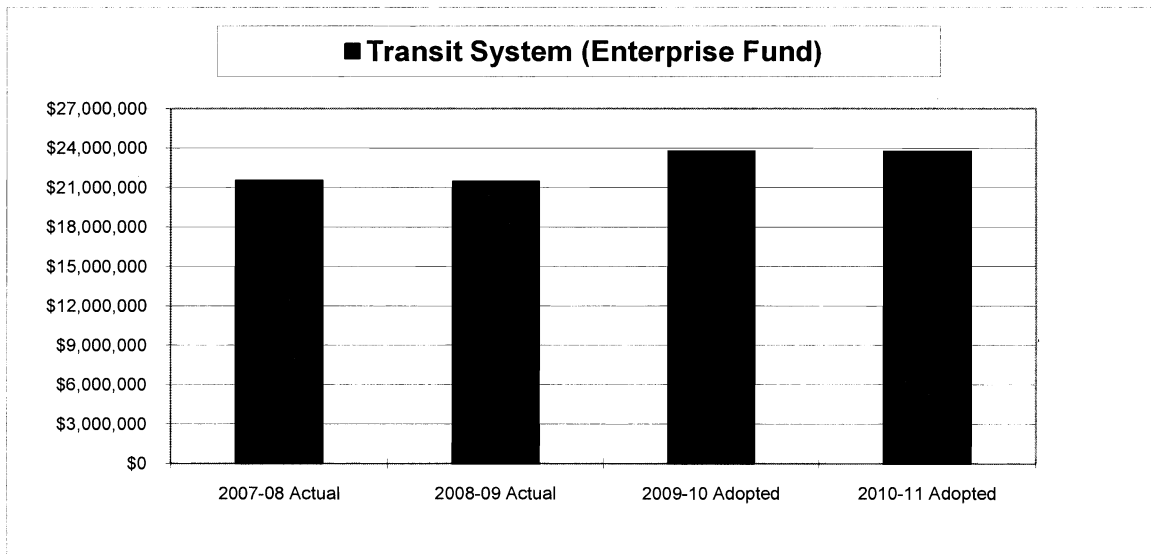
FUNCTIONAL RESPONSIBILITIES

Torrance Transit System operates and administers the City's Transit System, including maintaining and repairing all transit vehicles; all planning, marketing, financial monitoring and reporting; grants administration, inter-agency liaisons and transit scheduling. Transit supervises and administers all privately contracted transit services: Dial-A-Lift, Senior Ride and the Municipal Area Express commuter bus service.

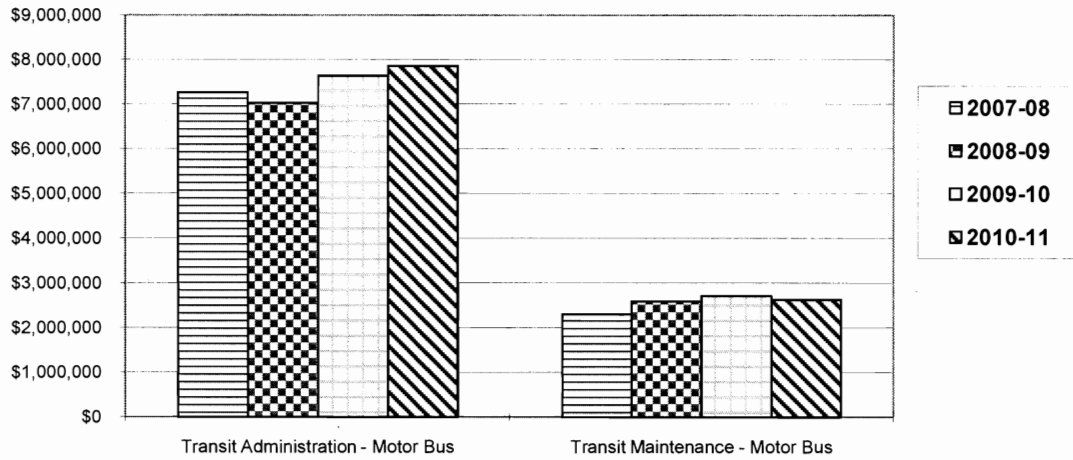
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Transit Enterprise Fund				
Transit Administration - Motor Bus	\$ 7,263,173	\$ 7,023,678	\$ 7,636,881	\$ 7,855,873
Transit Maintenance - Motor Bus	2,303,151	2,589,645	2,713,102	2,626,134
Transit Operations - Motor Bus	11,015,323	10,793,241	12,250,300	12,086,742
Transit - Dial-A-Lift	921,164	1,033,113	1,154,195	1,153,729
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 23,754,478	\$ 23,722,478
Transit Enterprise Fund Revenues	\$ 19,776,147	\$ 20,762,944	\$ 21,370,024	\$ 21,177,432

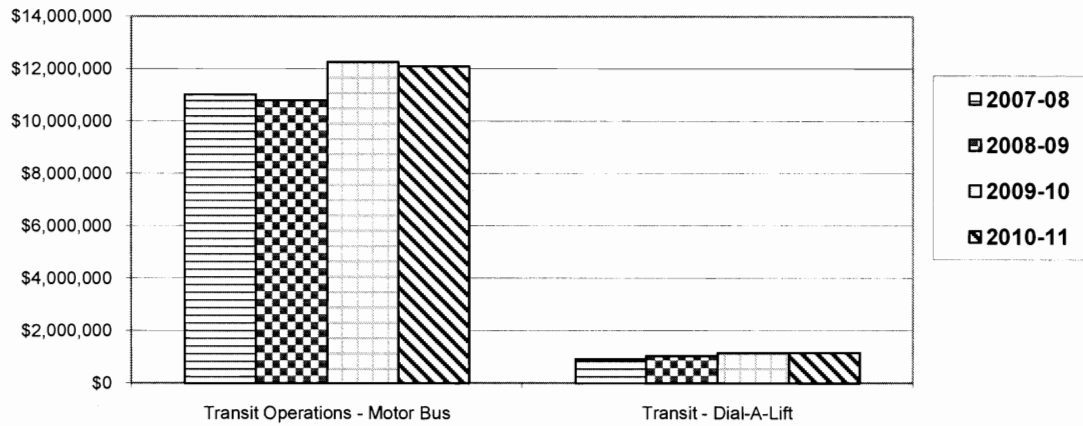
EXPENDITURES



Transit System (Enterprise Fund)



Transit System (Enterprise Fund - continued)



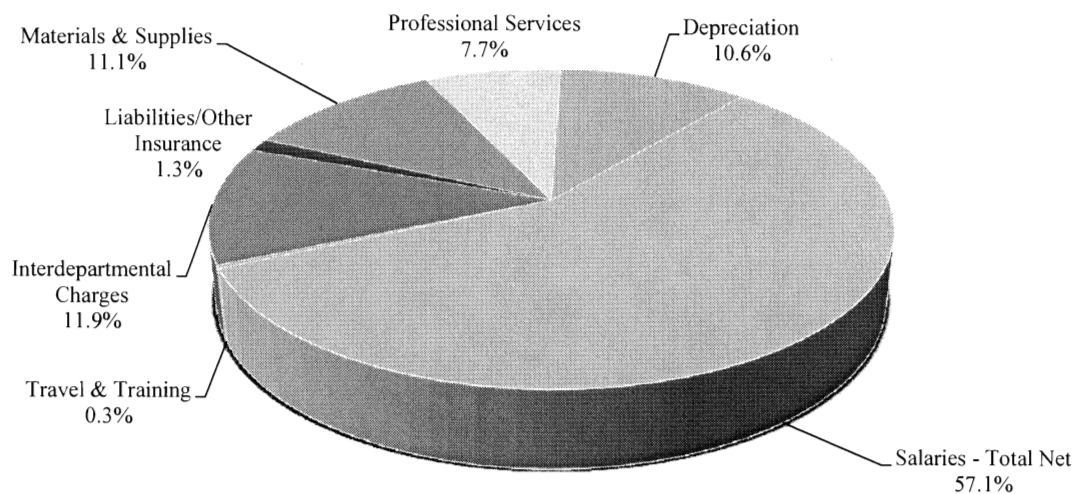
DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 10,432,931	\$ 10,908,720	\$ 12,522,706	\$ 12,441,206
Overtime	1,292,079	1,121,959	814,300	806,000
Salaries - Total	11,725,010	12,030,679	13,337,006	13,247,206
Salaries - Reimbursements	(11,896)	(17,744)	(16,200)	(16,200)
Salaries - Labor Charges	168,926	167,460	168,435	315,674
Salaries - Total Net	11,882,040	12,180,395	13,489,241	13,546,680
Supplies and Services	9,121,674	8,605,098	(4,212,683)	(4,302,122)
Capital Outlay	499,097	654,184	14,477,920	14,477,920
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 23,754,478	\$ 23,722,478

DEPARTMENT BUDGET (TRANSIT ENTERPRISE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 11,893,936	\$ 12,198,139	\$ 13,505,441	\$ 13,562,880
Salary & Benefit Reimbursements	(11,896)	(17,744)	(16,200)	(16,200)
Materials, Supplies and Maintenance	2,867,384	2,776,219	2,906,492	2,634,492
Parts and Fuel Inventory	2,520,285	2,224,154	2,254,724	2,054,724
Inventory Contra Account	(2,520,285)	(2,224,154)	(2,254,724)	(2,054,724)
Professional Services/Contracts	1,735,425	1,691,929	1,878,335	1,816,135
Travel, Training & Membership Dues	102,857	76,775	77,000	77,000
Depreciation and Amortization	1,936,285	1,914,584	2,148,000	2,513,000
Liabilities & Other Insurance	268,462	322,547	311,252	311,252
Interdepartmental Charges	2,206,151	2,303,097	2,776,920	2,781,188
Debt Service	-	-	-	-
Loans Contra Expenditures	-	-	-	-
Capital Acquisitions	499,097	654,184	14,477,920	14,477,920
Bad Debts and Other Losses	7,018	-	-	-
Fixed Assets Contra Expenditures	(499,097)	(654,184)	(14,477,920)	(14,477,920)
Reimbursements from Other Funds	-	-	-	-
Operating Transfers Out	497,189	174,131	167,238	42,731
Transit Enterprise Fund Total	\$ 21,502,811	\$ 21,439,677	\$ 23,754,478	\$ 23,722,478

Transit Department Budget by Category (Transit Enterprise Fund)*



*Based on 2010-11 Adopted Budget

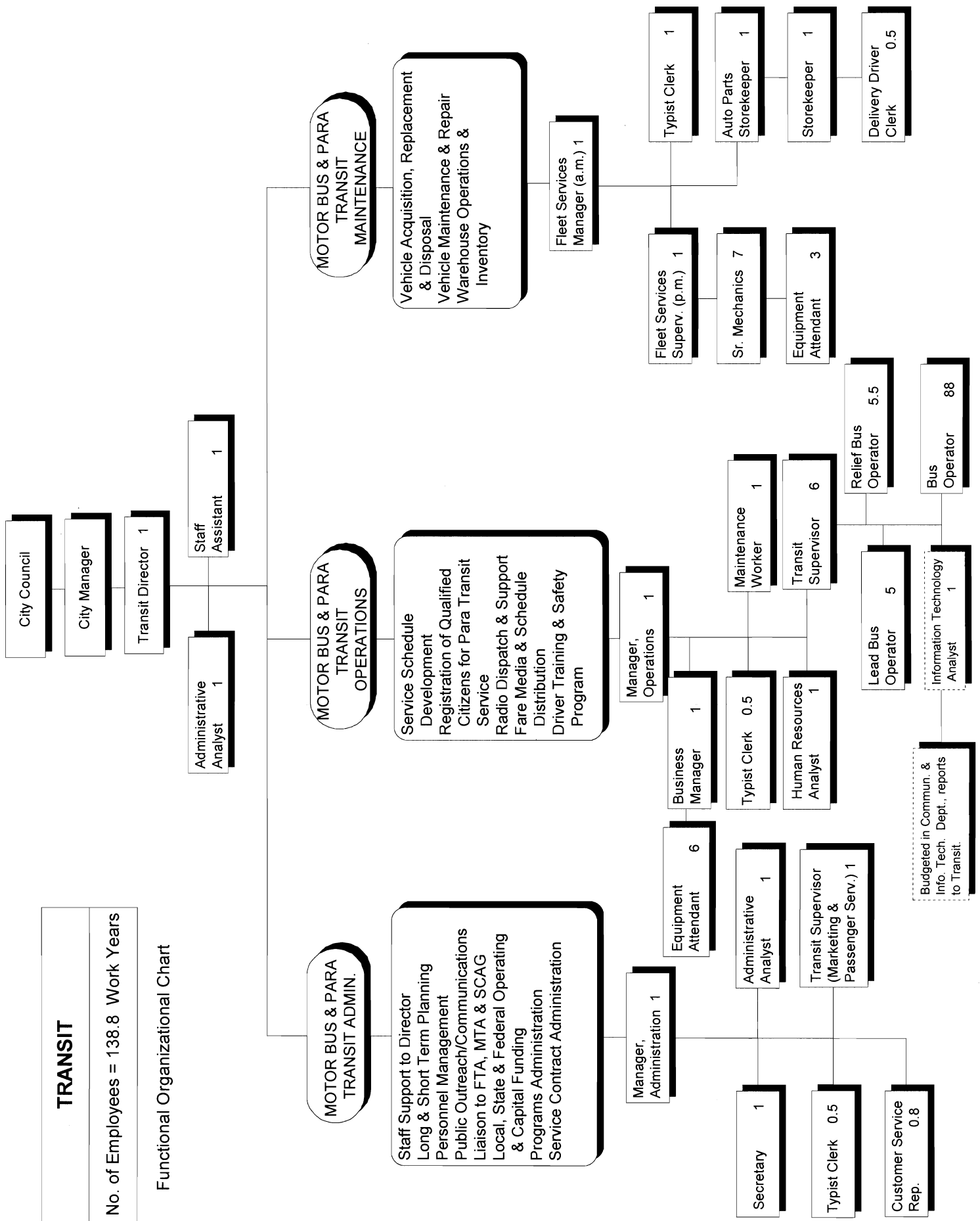
DEPARTMENT PERSONNEL SUMMARY

Position Title	2007-08 Adopted	2008-09 Adopted	2009-10 Adopted	2010-11 Adopted
Transit Enterprise Fund				
Transit Director	1.0	1.0	1.0	1.0
Assistant Manager - Administrative	1.0	1.0	1.0	1.0
Assistant Manager - Operations	1.0	1.0	1.0	1.0
Fleet Services Manager	1.0	1.0	1.0	1.0
Transit Supervisor	8.0	8.0	8.0	7.0
Fleet Services Supervisor	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0
Administrative Analyst	2.0	2.0	2.0	2.0
Staff Assistant	1.0	1.0	1.0	1.0
Customer Service Representative	-	0.8	0.8	0.8
Transit Dispatcher	-	-	5.0	5.0
Lead Bus Operator	5.0	5.0	-	-
Bus Operator	88.0	88.0	88.0	88.0
Relief Bus Operator	5.5	5.5	5.5	5.5
Senior Mechanic	7.0	7.0	7.0	7.0
Auto Parts Storekeeper	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
Equipment Attendant	9.0	9.0	9.0	9.0
Maintenance Worker	-	-	1.0	1.0
Semi-skilled Laborer	1.0	1.0	-	-
Delivery Driver/Clerk	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0
Typist Clerk	2.0	2.0	2.0	2.0
Total Transit Enterprise Fund	139.0	139.8	139.8	138.8

TRANSIT	No. of Employees = 138.8 Work Years
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TRANSIT	No. of Employees = 138.8 Work Years
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Functional Organizational Chart



Non-Departmental

MISSION STATEMENT

The non-departmental programs provide specialized budgetary services to citizens and City departments.

FUNCTIONAL RESPONSIBILITIES

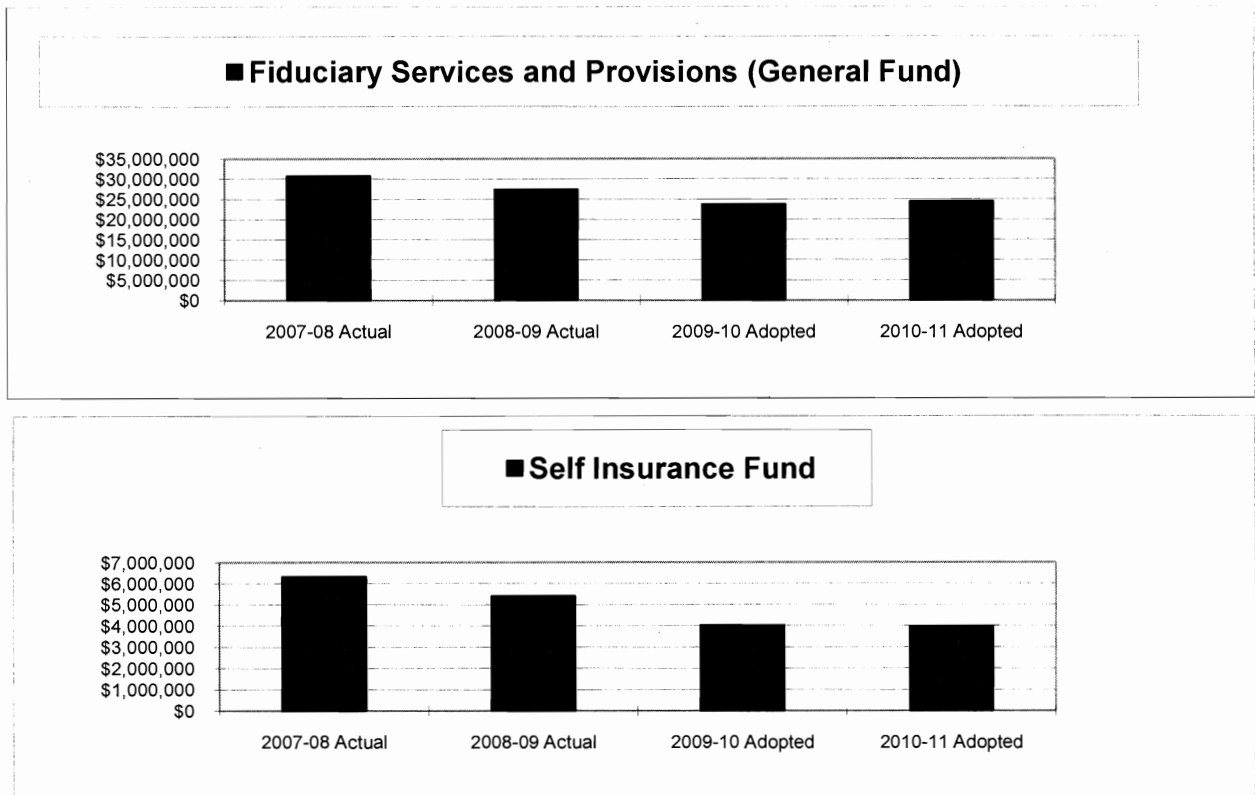
DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Fiduciary Services and Provisions	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829
General Fund Revenues	\$ 162,567,917	\$ 157,739,895	\$ 164,314,732	\$ 159,712,055

DEPARTMENT BUDGET SUMMARY

Division/Program Title	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Self Insurance	\$ 6,319,445	\$ 5,402,236	\$ 4,022,635	\$ 3,971,898
Self Insurance Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 4,022,635	\$ 3,971,898
Self Insurance Fund Revenues	\$ 5,076,454	\$ 5,524,790	\$ 3,932,688	\$ 3,556,277

EXPENDITURES



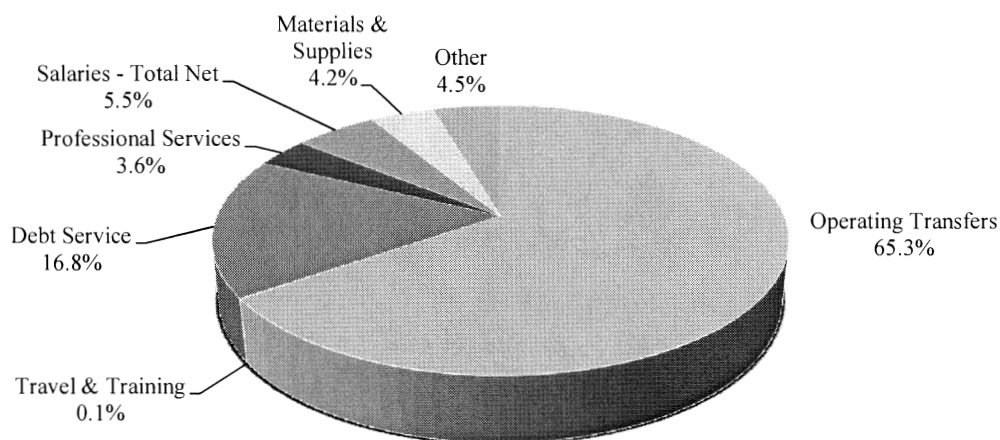
NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 64,341	\$ 66,169	\$ 1,885,878	\$ 1,320,013
Overtime	-	-	-	-
Salaries - Total	64,341	66,169	1,885,878	1,320,013
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	12,841	28,326	18,000	18,000
Salaries - Total Net	77,182	94,495	1,903,878	1,338,013
Supplies and Services	30,689,788	27,307,494	21,825,219	23,096,816
Capital Outlay	-	-	-	-
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829

NON-DEPARTMENTAL BUDGET (GENERAL FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 93,546	\$ 93,782	\$ 1,809,932	\$ 1,348,013
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	36,537	42,507	829,560	1,033,476
Professional Services/Contracts	788,574	761,570	909,503	870,000
Travel, Training & Membership Dues	8,100	62,614	22,285	14,096
Interdepartmental Charges	-	-	-	-
Insurance and Claims	-	-	-	-
Capital Acquisitions	-	-	-	-
Debt Service	4,199,453	3,644,162	2,855,356	4,095,670
Bad Debts & Other Losses	-	-	-	-
Operating Transfers & Grants	29,461,395	26,735,383	21,202,349	21,000,346
Reimbursements from Other Funds	(3,820,635)	(4,047,469)	(5,009,328)	(5,036,212)
Other	-	109,440	109,440	109,440
Other Financing Uses	-	-	1,000,000	1,000,000
General Fund Total	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829

Non-Departmental Budget by Category (General Fund Only)*



*Based on 2010-11 Adopted Budget

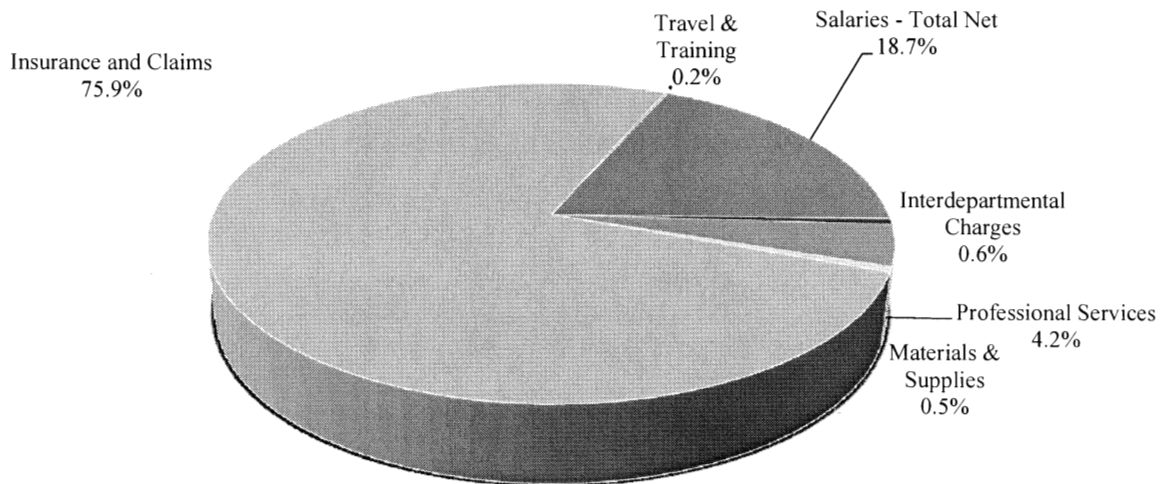
NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ -	\$ -	\$ -	\$ -
Overtime	-	-	-	-
Salaries - Total	-	-	-	-
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	738,285	741,898	791,100	742,000
Salaries - Total Net	738,285	741,898	791,100	742,000
Supplies and Services	5,581,160	4,660,338	3,231,535	3,229,898
Capital Outlay	-	-	-	-
General Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 4,022,635	\$ 3,971,898

NON-DEPARTMENTAL BUDGET (SELF INSURANCE FUND)

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries and Employee Benefits	\$ 738,285	\$ 741,898	\$ 791,100	\$ 742,000
Salary & Benefit Reimbursements	-	-	-	-
Materials, Supplies and Maintenance	11,847	19,524	20,995	20,995
Professional Services/Contracts	89,907	85,962	165,779	165,779
Travel, Training & Membership Dues	4,328	5,416	6,800	6,800
Insurance and Claims	5,373,362	4,523,913	3,012,810	3,012,810
Interdepartmental Charges	13,398	20,005	19,533	18,189
Capital Outlay	-	-	-	-
Operating Transfers Out	88,318	5,518	5,618	5,325
General Fund Total	\$ 6,319,445	\$ 5,402,236	\$ 4,022,635	\$ 3,971,898

Non-Departmental Budget by Category
(Self Insurance Fund Only)*



*Based on 2010-11 Adopted Budget

**NON-DEPARTMENTAL
DEPARTMENT PERSONNEL SUMMARY
NON-DEPARTMENTAL - FIDUCIARY SERVICES AND PROVISIONS**

PROGRAM GOAL

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.

PROGRAM BUDGET

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Salaries	\$ 64,341	\$ 66,169	\$ 1,885,878	\$ 1,320,013
Overtime	-	-	-	-
Salaries - Total	64,341	66,169	1,885,878	1,320,013
Salaries - Reimbursements	-	-	-	-
Salaries - Labor Charges	12,841	28,326	18,000	18,000
Salaries - Total Net	77,182	94,495	1,903,878	1,338,013
Supplies and Services	30,689,788	27,307,494	21,825,219	23,096,816
Capital Outlay	-	-	-	-
Program Total	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829

PROGRAM REVENUES	\$ 162,567,917	\$ 157,739,895	\$ 164,314,732	\$ 159,712,055
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Retirement, Social Security and Miscellaneous Benefits

Retirement	\$ -	\$ -	\$ -	\$ -
Social Security and miscellaneous benefits	75,749	79,651	1,796,932	1,335,013
Less: Reimbursements from other departments and programs for benefits	-	-	-	-
Employee Relations	24,036	43,425	38,910	30,721

Insurance

Employee insurance benefits	-	-	-	-
Retiree Health Insurance	-	-	-	-
Health Insurance Rebate Program	(4,338)	(9,097)	103,946	-
Fire/Property insurance	-	-	-	-
Employee life insurance	-	-	-	-
Professional services	22,401	15,410	25,000	25,000
Miscellaneous insurance	-	-	-	-
Less: Reimbursements from other departments and programs	(3,770,635)	(3,997,469)	(5,009,328)	(5,036,212)

Transfers

Transfer to Self Insurance	2,099,212	2,626,950	1,410,000	1,163,500
Transfer to Capital Improvement	5,910,870	4,322,179	500,000	500,000
Transfer to Cultural Arts Center	1,065,075	1,088,638	1,156,255	780,075
Transfer to Parks and Recreation Enterprise	3,413,811	3,475,464	3,745,750	3,283,695
Transfer to Fleet Services	550,000	550,000	550,000	550,000
Transfer to State Gas Tax	-	-	-	-
Transfer to Asset Forfeiture	-	-	-	-
Transfer to Reserves	-	991,005	-	-
Transfer to Animal Control Fund	62,000	171,433	238,648	233,648
Transfer to Employee Benefit Fund	1,500,000	130,712	1,000,000	-
Transfer to CAC Grant	98,200	109,440	109,440	109,440
Transfer to Reorganization Fund	50,000	50,000	45,000	1,264,600
Transfer to Fire EMS Fund	6,806,187	8,412,032	8,444,459	9,205,059
Transfer to Street Lighting District	-	-	1,704,237	1,850,458
Transfer to PERS Mitigation	-	-	-	-

	2007-08 Actual	2008-09 Actual	2009-10 Adopted	2010-11 Adopted
Lease-back Payments				
General Fund	2,830,334	2,839,528	2,855,356	4,095,670
Park & Recreation Facilities	-	-	-	-
Drainage Improvement Fund	-	-	-	-
Sewer Revolving Fund	-	-	-	-
Hazardous Waste Management Program	110,947	115,470	-	-
Less: Reimbursements from other depts.	(50,000)	(50,000)	-	-
Classification Study	-	-	-	-
Torrance CAC Foundation Grant	23,040	-	-	-
Fire Apparatus Replacement	500,000	500,000	400,000	400,000
Telephone Replacement	-	-	-	-
Computer Loan Program	-	-	-	-
Police Computer Replacement	75,000	75,000	75,000	75,000
Infrastructure Reserve	-	-	1,375	1,375
State Mitigation Reserve	-	-	-	-
Organizational Efficiency Reserve	-	-	-	-
City Bond Buy Back	1,369,119	804,634	-	-
Economic Development Reserve	6,550,000	4,376,501	1,933,000	1,694,311
Property Tax Admin. Cost	652,039	650,556	650,557	715,000
Training Reserve	-	-	-	-
Other Cost Increases	-	3,961	814,560	1,018,476
Repayment of RDA Debt	620,000	-	1,000,000	1,000,000
Change in Fair Market Value-Decrease	-	-	-	-
Community Improvements				
Community Clean-Up	45,923	26,566	40,000	40,000
Right-of-Way Investment	-	-	100,000	100,000
Plaza Del Amo Feasibility Study	-	-	-	-
Contr to Reserve-Prop A Exhchange	138,000	-	-	-
Material Reimbursement-Win	-	-	-	-
Total	\$ 30,766,970	\$ 27,401,989	\$ 23,729,097	\$ 24,434,829

NON-DEPARTMENTAL - SELF INSURANCE**PROGRAM GOAL**

To act in a fiduciary capacity; to maintain financial reserves.

PROGRAM OBJECTIVES

To provide budgetary provisions for the City's share of employee benefits and other City expenses not part of a department's budget.
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PROGRAM BUDGET

	2007-08 Actual		2008-09 Actual		2009-10 Adopted		2010-11 Adopted	
Salaries	\$	-	\$	-	\$	-	\$	-
Overtime		-		-		-		-
Salaries - Total		-		-		-		-
Salaries - Reimbursements		-		-		-		-
Salaries - Labor Charges		738,285		741,898		791,100		742,000
Salaries - Total Net		738,285		741,898		791,100		742,000
Supplies and Services		5,581,160		4,660,338		3,231,535		3,229,898
Capital Outlay		-		-		-		-
Program Total	\$	6,319,445	\$	5,402,236	\$	4,022,635	\$	3,971,898

PROGRAM REVENUES

\$	5,076,454	\$	5,524,790	\$	3,932,688	\$	3,556,277
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INSURANCE TYPE

Worker's Compensation Insurance	\$	1,836,209	\$	2,576,137	\$	2,635,113	\$	2,585,748
Liability Insurance		4,290,462		2,714,958		1,196,491		1,195,119
Unemployment Insurance		192,774		111,141		191,031		191,031
Program Total	\$	6,319,445	\$	5,402,236	\$	4,022,635	\$	3,971,898

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AIRPORT ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS			
<i>Current Assets:</i>			
Pooled Cash and Investments	\$ 7,300,233	\$ 6,728,789	\$ 5,415,828
Accounts Receivable	331,966	235,163	268,911
Accrued Interest Receivable	88,572	77,404	46,482
Prepays	-	-	-
<i>Total Current Assets</i>	<u>7,720,771</u>	<u>7,041,356</u>	<u>5,731,221</u>
Capital Assets, net	6,958,024	7,059,552	7,375,903
Total Assets	<u>\$ 14,678,795</u>	<u>\$ 14,100,908</u>	<u>\$ 13,107,124</u>
LIABILITIES AND FUND EQUITY			
<i>Current Liabilities</i>			
Accounts Payable	\$ 605,261	\$ 251,520	\$ 101,486
Accrued Liabilities	103,144	57,268	101,769
Unearned Revenues	102,598	213,936	231,295
<i>Total Current Liabilities</i>	<u>811,003</u>	<u>522,724</u>	<u>434,550</u>
Rental Deposits and Guarantees	-	-	-
<i>Total Liabilities</i>	<u>811,003</u>	<u>522,724</u>	<u>434,550</u>
<i>Fund Equity - Unreserved Retained Earnings</i>	13,867,792	13,578,184	12,672,574
Total Liabilities and Fund Equity	<u>\$ 14,678,795</u>	<u>\$ 14,100,908</u>	<u>\$ 13,107,124</u>

AIRPORT ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS

FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Leased land area rentals	\$ 8,034,612	\$ 8,339,216	\$ 7,950,103
Hangar and building rentals	2,241,926	2,362,614	2,296,054
Airfield fees and charges	188,711	181,871	164,918
Other	15,875	11,904	17,249
Total Operating Revenues	10,481,124	10,895,605	10,428,324
OPERATING EXPENSES			
Salaries and employee benefits	1,474,872	1,639,218	1,664,428
Services and supplies	341,644	398,092	299,454
Other professional services	272,459	423,643	413,637
Depreciation and amortization	292,459	309,044	303,334
Insurance and claims	24,801	22,548	22,548
City charges	2,480,570	2,547,224	2,595,545
Other	167,315	122,035	88,420
Total Operating Expenses	5,054,120	5,461,804	5,387,366
OPERATING INCOME	5,427,004	5,433,801	5,040,958
NON-OPERATING REVENUES AND EXPENSES			
Investment earnings	345,931	287,418	174,228
Interest expense	(186,950)	(167,855)	(147,418)
Total Non-Operating Revenues and Expenses	158,981	119,563	26,810
Income before transfers	5,585,985	5,553,364	5,067,768
TRANSFERS OUT	(5,463,829)	(5,842,972)	(5,973,378)
NET INCOME	\$ 122,156	\$ (289,608)	\$ (905,610)

AIRPORT ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating income	\$5,427,004	\$5,433,801	\$5,040,958
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	292,459	309,044	303,334
(Increase) decrease in accounts receivable	(62,551)	96,803	(33,748)
(Increase) decrease in prepaids	-	-	-
Increase (decrease) in deposits and guarantees	(450)	(1,800)	535
Increase (decrease) in accounts payable	23,833	(13,519)	3,319
Increase (decrease) in accrued liabilities	1,248	(23,229)	43,420
Increase (decrease) in unearned revenues	(39,602)	111,338	17,359
Net cash provided by operating activities	<u>5,641,941</u>	<u>5,912,438</u>	<u>5,375,177</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	(160,019)	(771,641)	(773,573)
Payments for longterm obligations	(186,950)	(167,855)	(147,418)
Net cash used by capital financing activities	<u>(346,969)</u>	<u>(939,496)</u>	<u>(920,991)</u>
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(5,463,829)	(5,842,972)	(5,972,297)
Net cash used by noncapital financing activities	<u>(5,463,829)</u>	<u>(5,842,972)</u>	<u>(5,972,297)</u>
Cash flows from investing activities:			
Cash received from interest on investments	340,708	298,586	205,150
Net cash provided by investing activities	<u>340,708</u>	<u>298,586</u>	<u>205,150</u>
Net increase in cash, restricted cash and cash equivalents	171,851	(571,444)	(1,312,961)
Cash, restricted cash and cash equivalents, July 1	<u>7,128,382</u>	<u>\$7,300,233</u>	<u>\$6,728,789</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$7,300,233</u></u>	<u><u>\$6,728,789</u></u>	<u><u>\$5,415,828</u></u>

CABLE TV
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
ASSETS			
Current Assets			
Pooled cash and investments	\$ 2,165,381	\$ 2,340,989	\$ 2,777,253
Accounts and accrued interest receivable	469,955	473,905	523,809
Total Assets	\$ 2,635,336	\$ 2,814,894	\$ 3,301,062
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	\$ 136,286	\$ 187,067	\$ 166,530
Total Current Liabilities	136,286	187,067	166,530
Fund Equity:			
Retained Earnings-Unreserved	2,499,050	2,627,827	3,134,532
Total Liabilities and Fund Equity	\$ 2,635,336	\$ 2,814,894	\$ 3,301,062

CABLE TV

STATEMENT OF REVENUES AND EXPENSES - ACTUALS **FISCAL YEARS ENDED JUNE 30**

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
OPERATING REVENUES			
Franchise Fees	\$ 1,406,476	\$ 1,577,106	\$ 1,575,202
Cable TV access fees	173,000	250,908	316,411
TCTV workshops	1,880	1,388	905
Miscellaneous	15,273	13,863	5,723
Total Operating Revenues	1,596,629	1,843,265	1,898,241
OPERATING EXPENSES			
Salaries and employee benefits	1,015,005	1,154,933	1,219,461
Services and supplies	54,836	72,846	47,264
Other professional services	80,060	93,686	114,486
Insurance and claims	6,614	6,614	6,614
Capital outlay	44,741	29,366	19,578
Interdepartmental charges	83,124	114,521	112,697
Other	11,596	14,302	13,718
Total Operating Expenses	1,295,976	1,486,268	1,533,818
OPERATING INCOME	300,653	356,997	364,423
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	103,162	97,269	83,046
Capital Expenditures	(176,560)	(299,621)	(69,054)
Total Non-Operating Revenues (Expenses)	(73,398)	(202,352)	13,992
Net Income Before Transfers	227,255	154,645	378,415
TRANSFERS IN	-	-	153,138
TRANSFERS OUT	(34,981)	(25,868)	(24,848)
NET INCOME	\$ 192,274	\$ 128,777	\$ 506,705

CABLE TV

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Cash flows from operating activities:			
Operating income	\$ 300,653	\$ 356,997	\$ 364,423
Adjustments to reconcile operating income to net cash provided by operating activities:			
(Increase) in accrued interest receivable	(2,388)	(84)	2,570
(Increase) decrease in prepaids	252	259	(2,100)
Increase in accounts receivable	(73,568)	(4,125)	(50,374)
Increase (decrease) in accrued liabilities	(35,112)	18,612	19,407
Increase (decrease) in accounts payable	28,063	32,169	(39,944)
Net cash provided by operating activities	<u>217,900</u>	<u>403,828</u>	<u>293,982</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	<u>(176,560)</u>	<u>(299,621)</u>	<u>(69,054)</u>
Net cash used by capital financing activities	<u>(176,560)</u>	<u>(299,621)</u>	<u>(69,054)</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	-	153,138
Cash transfers paid to other funds	<u>(34,981)</u>	<u>(25,868)</u>	<u>(24,848)</u>
Net cash provided (used) by noncapital financing activities	<u>(34,981)</u>	<u>(25,868)</u>	<u>128,290</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>103,162</u>	<u>97,269</u>	<u>83,046</u>
Net cash provided by investing activities	<u>103,162</u>	<u>97,269</u>	<u>83,046</u>
Net increase in cash, restricted cash and cash equivalents	109,521	175,608	436,264
Cash, restricted cash and cash equivalents, July 1	<u>2,055,860</u>	<u>2,165,381</u>	<u>2,340,989</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$ 2,165,381</u></u>	<u><u>\$ 2,340,989</u></u>	<u><u>\$ 2,777,253</u></u>

CULTURAL ARTS CENTER ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>		<i>Audited 08-09</i>		<i>Audited 09-10</i>
ASSETS					
Current Assets:					
Pooled Cash and Investments	\$ 512,958	\$	537,380	\$	437,336
Accounts Receivable	40,411		12,796		36,598
Prepays	-		-		-
Total Current Assets	553,369		550,176		473,934
Capital Assets, net	496,166		482,639		461,096
Total Assets	\$ 1,049,535	\$	1,032,815	\$	935,030
LIABILITIES AND FUND EQUITY					
Liabilities:					
Accounts Payable	\$ 202,965	\$	204,653	\$	188,469
Accrued Liabilities	80,657		91,546		96,523
Total Liabilities	283,622		296,199		284,992
Fund Equity - Unreserved Retained Earning	765,913		736,616		650,038
Total Liabilities and Fund Equity	\$ 1,049,535	\$	1,032,815	\$	935,030

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 1,006,187	\$ 898,257	\$ 1,087,453
Total Operating Revenues	<u>1,006,187</u>	<u>898,257</u>	<u>1,087,453</u>
OPERATING EXPENSES			
Salaries and employee benefits	1,395,945	1,508,776	1,574,993
Services and supplies	133,912	109,934	91,646
Other professional services	303,333	321,049	286,496
Depreciation and amortization	10,905	20,927	21,543
City charges	107,420	114,398	111,123
Other	92,636	35,294	12,091
Total Operating Expenses	<u>2,044,151</u>	<u>2,110,378</u>	<u>2,097,892</u>
OPERATING LOSS	<u>(1,037,964)</u>	<u>(1,212,121)</u>	<u>(1,010,439)</u>
NON-OPERATING REVENUES			
Grants	109,440	109,440	107,696
Total Non-Operating Revenues	<u>109,440</u>	<u>109,440</u>	<u>107,696</u>
Loss before transfers	<u>(928,524)</u>	<u>(1,102,681)</u>	<u>(902,743)</u>
TRANSFERS IN	1,067,752	1,088,638	829,899
TRANSFERS OUT	(15,834)	(15,254)	(13,734)
NET INCOME (LOSS)	<u>\$ 123,394</u>	<u>\$ (29,297)</u>	<u>\$ (86,578)</u>

CULTURAL ARTS CENTER ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Cash flows from operating activities:			
Operating loss	(\$1,037,964)	(\$1,212,121)	(\$1,010,439)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	10,905	20,927	21,543
(Increase) decrease in accounts receivable	(12,803)	27,615	(23,802)
(Increase) decrease in prepaids	7,931		
Increase (decrease) in accounts payable	34,016	(5,316)	(6,864)
Increase (decrease) in accrued liabilities	(3,574)	10,889	4,977
Increase (decrease) in deposits and guarantees	(151,419)	7,004	(9,320)
Net cash used by operating activities	(1,152,908)	(1,151,002)	(1,023,905)
Cash flows from capital financing activities:			
Payments for capital expenditures	(21,762)	(7,400)	-
Net cash used by capital financing activities	(21,762)	(7,400)	-
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	1,067,752	1,088,638	829,899
Cash transfers paid to other funds	(15,834)	(15,254)	(13,734)
Cash received from grants	109,440	109,440	107,696
Net cash provided by noncapital financing activities	1,161,358	1,182,824	923,861
Net decrease in cash, restricted cash and cash equivalents	(13,312)	24,422	(100,044)
Cash, restricted cash and cash equivalents, July 1	526,270	\$512,958	\$537,380
Cash, restricted cash and cash equivalents, June 30	\$512,958	\$537,380	\$437,336

FLEET SERVICES FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 13,509,640	\$ 14,074,999	\$ 12,261,889
Accounts Receivable	50,969	44,619	68,708
Accrued Interest Receivable	158,620	155,161	112,045
Prepayments	-	-	-
Inventories	1,067,428	1,032,757	1,074,450
Total Current Assets	14,786,657	15,307,536	13,517,092
Capital Assets, net	6,013,391	7,919,756	9,735,034
Total Assets	\$ 20,800,048	\$ 23,227,292	\$ 23,252,126
LIABILITIES AND FUND EQUITY			
Current Liabilities :			
Accounts Payable	\$ 590,153	\$ 692,602	\$ 438,622
Accrued Liabilities	372,300	368,138	376,685
Total Current Liabilities	962,453	1,060,740	815,307
Fund Equity:			
Reserved	6,013,391	7,919,756	9,735,034
Unreserved	13,824,204	14,246,796	12,701,785
Total Liabilities and Fund Equity	\$ 20,800,048	\$ 23,227,292	\$ 23,252,126

FLEET SERVICES FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 5,780,916	\$ 5,915,661	\$ 4,536,888
Total Operating Revenues	5,780,916	5,915,661	4,536,888
OPERATING EXPENSES			
Salaries and employee benefits	2,955,674	3,043,554	3,077,323
Materials and services	991,514	602,506	623,637
Insurance and claims	7,555	7,555	13,228
Depreciation	1,379,505	1,636,694	2,092,260
Other	8,840	8,608	15,067
Total Operating Expenses	5,343,088	5,298,917	5,821,515
OPERATING INCOME	437,828	616,744	(1,284,627)
NON-OPERATING REVENUES (EXPENSES)			
Investment Earnings	586,451	557,097	397,840
Other, net	(798,947)	(9,509)	(306,841)
Gain on sale of capital assets	87,803	98,863	123,805
Loss on disposal of capital assets	-	-	(21,984)
Total Non-Operating Revenues (Expenses)	(124,693)	646,451	192,820
Net Income Before Transfers	313,135	1,263,195	(1,091,807)
TRANSFERS IN	1,073,200	1,083,511	1,558,435
TRANSFERS OUT	(20,506)	(17,749)	(196,361)
NET INCOME	\$ 1,365,829	\$ 2,328,957	\$ 270,267

FLEET SERVICES FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating income (loss)	\$ 437,828	\$ 616,744	\$ (1,284,627)
Adjustments to reconcile operating income to net cash provided by operating activities:			
Depreciation	1,379,505	1,636,694	2,092,260
(Increase) decrease in accounts receivable	(39,094)	39,094	(1,978)
(Increase) decrease in prepaids	-	-	-
(Increase) decrease in inventories	(159,623)	34,671	(41,693)
Increase (decrease) in accounts payable	173,956	(63,659)	(124,775)
Increase (decrease) in accrued salaries and benefits	3,285	(4,161)	8,546
Increase in other liabilities	-	-	(33)
Net cash provided by operating activities	<u>1,795,857</u>	<u>2,259,383</u>	<u>647,700</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	(2,285,467)	(3,419,205)	(4,389,478)
Proceeds from sale of capital assets	101,603	98,863	125,605
Net cash used by capital financing activities	<u>(2,183,864)</u>	<u>(3,320,342)</u>	<u>(4,263,873)</u>
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	-	-	-
Cash transfers received from other funds	1,073,200	1,083,511	1,558,435
Cash transfers paid to other funds	(20,506)	(17,749)	(196,328)
Net cash provided by noncapital financing activities	<u>1,052,694</u>	<u>1,065,762</u>	<u>1,362,107</u>
Cash flows from investing activities:			
Cash received from interest on investments	575,070	560,556	440,956
Net cash provided by investing activities	<u>575,070</u>	<u>560,556</u>	<u>440,956</u>
Net increase in cash, restricted cash and cash equivalents	1,239,757	565,359	(1,813,110)
Cash, restricted cash and cash equivalents, July 1	<u>12,269,883</u>	<u>13,509,640</u>	<u>14,074,999</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 13,509,640</u>	<u>\$ 14,074,999</u>	<u>\$ 12,261,889</u>

GENERAL FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
ASSETS			
Current Assets:			
Pooled cash and investments	\$ 72,700,879	\$ 63,662,006	\$ 51,659,788
Accounts receivable	5,291,399	4,726,853	5,243,434
Accrued interest receivable	1,604,323	1,339,175	874,907
Due from other funds	57,132	401,902	2,573,122
Due from other governments	3,268,449	3,066,926	3,076,965
Interfund advances receivable	13,858,555	14,858,555	15,858,555
Inventories, at cost	489	-	-
Prepays and other assets	348,010	290,745	291,197
Total Assets	\$ 97,129,236	\$ 88,346,162	\$ 79,577,968
LIABILITIES AND FUND BALANCE			
Liabilities:			
Accounts payable	\$ 3,385,076	\$ 1,955,685	\$ 2,353,551
Accrued liabilities	2,270,395	1,968,655	2,340,384
Due to other funds		137	-
Unearned revenue	881,622	49,100	52,846
Deposits and guarantees	124,813	24,225	18,740
Notes payable	28,000,000	25,000,000	23,000,000
Interfund advances payable	600,000	600,000	600,000
Total Liabilities	35,261,906	29,597,802	28,365,521
Fund Balance:			
Reserved -			
Encumbrances	1,856,590	2,582,014	1,639,447
Advances	13,858,555	14,858,555	15,858,555
Inventories	489	-	-
Prepays	348,010	290,745	291,197
Unreserved:			
General Fund:			
Capital improvements	7,697,206	8,421,819	7,365,364
Undesignated	38,106,480	32,595,227	26,057,884
Total Fund Balance	61,867,330	58,748,360	51,212,447
Total Assets	\$ 97,129,236	\$ 88,346,162	\$ 79,577,968

CITY OF TORRANCE
STATEMENT OF REVENUES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
Local Taxes			
Property Taxes:			
Current secured taxes	\$ 23,016,495	\$ 23,987,334	\$ 24,841,637
Current unsecured taxes	926,250	1,043,354	1,140,648
Prior years' secured taxes	77,029	149,047	123,879
Prior years' unsecured taxes	45,672	117,997	131,248
Property/sales flip taxes	11,334,207	9,959,858	7,666,250
VLF swap and repayment taxes	10,395,607	10,957,233	11,216,152
Aircraft assessment taxes	198,967	154,274	175,991
Penalties and interest	236,332	347,817	325,190
Supplemental prior year secured taxes	240,858	75,063	52,039
Supplemental current year secured taxes	1,100,706	596,121	177,189
Redemption	788,995	1,304,997	1,259,282
	<u>48,361,118</u>	<u>48,693,095</u>	<u>47,109,505</u>
Taxes Other Than Property:			
Sales and use tax	31,545,026	29,357,192	25,103,636
Prop 172 sales tax	1,366,229	1,239,263	1,148,942
Business license tax	7,479,909	7,556,259	7,179,857
Business and alarm permit tax	526,452	583,184	647,896
Utility users' tax	35,373,949	32,654,137	31,347,850
Construction tax	1,318,439	540,236	697,727
Real property transfer tax	613,292	466,988	516,996
Franchise tax - all other	3,812,511	4,145,918	3,106,740
Occupancy tax	7,890,690	6,903,988	6,400,237
Oil severance tax	6,711	7,149	6,391
Congeneration tax	421,199	563,790	752,179
	<u>90,354,407</u>	<u>84,018,104</u>	<u>76,908,451</u>
Total Local Taxes	<u>138,715,525</u>	<u>132,711,199</u>	<u>124,017,956</u>
Licenses, Fees and Permits:			
Fire permits	109,135	108,474	129,224
Construction/excavation permits	42,554	42,707	45,093
Grading permits	70,352	51,635	40,609
Combined building-resident permits	335	-	470
Building permits	1,096,380	728,286	915,312
Plumbing permits	125,831	108,498	65,900
Electrical permits	127,998	134,459	79,903
Mechanical permits	69,803	55,660	40,704
Special energy inspection fees	254,291	116,700	218,236
Sign permits and filing fees	25,762	43,353	45,979
Other licenses and permits	1,644	554	4,490
Oversized vehicle permits	33,647	20,938	18,166
Building TEQECC filing fees	4,060	14,767	13,633
Total Licenses, Fees and Permits	<u>1,961,792</u>	<u>1,426,031</u>	<u>1,617,719</u>
Fines, Forfeitures and Penalties:			
Parking citations	965,575	491,350	412,709
Traffic fines	482,459	442,638	178,896
General fines	192,248	281,061	448,208
Total Fines, Forfeitures and Penalties	<u>1,640,282</u>	<u>1,215,049</u>	<u>1,039,813</u>

CITY OF TORRANCE
STATEMENT OF REVENUES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
Revenue From Use of Money and Property:			
Investment earnings	\$ 5,757,215	\$ 5,992,035	\$ 2,625,532
Rents and concessions	524,552	541,273	929,065
Franchise fees	1,605,842	1,600,613	1,434,283
Royalties	3,445	-	3,232
Encroachment agreement fees	15,676	3,612	16,210
Total Revenue From Use of Money and Property	7,906,730	8,137,533	5,008,322
Revenue From Other Intergovernmental Agencies:			
State motor vehicle licenses	658,535	506,317	437,789
State homeowners' property tax relief	234,818	235,448	238,905
Off-highway vehicle licenses	-	-	-
Other state grants	195,229	126,642	150,406
Total Revenue From Other Intergov't Agencies	1,088,582	868,407	827,100
Charges For Current Services:			
TUSD collection fees	21,316	14,601	13,330
Planning and zoning fees	255,234	185,308	216,475
Traffic signal maintenance	62,445	128,561	122,145
Environmental review and appeal fees	10,695	10,926	10,179
Vacation processing fees	1,947	1,615	-
Large family daycare unit	364	380	673
State encroachment collection fees	1,600	1,500	2,400
Grading	36,935	29,210	23,385
Plan check fees - building	671,645	442,009	568,355
Plan check fees - engineering	7,791	18,345	13,484
Oil related inspection fees	1,836	8,958	630
Appeal fees	3,110	1,610	1,975
Other inspection fees	235,990	174,922	218,644
Engineering mapping fees	11,899	9,965	10,856
Engineering inspection fees	145,517	153,219	219,657
Misc-building and safety department fees	9,505	-	-
General government service charges	3,486	3,488	2,706
Microfilming fees	132,703	126,488	134,293
Police charges-copies and photos	78,857	19,850	7,150
Police charges-fingerprinting and other	639,643	678,683	566,461
Fire department fees	483,592	527,907	753,260
Fire department fees-hazardous materials fees	502,962	488,995	972,901
Parks and recreational fees	365,924	334,666	335,259
Miscellaneous	28,054	6,304	8,837
Library revenues	161,599	154,729	145,452
In lieu charges to Enterprise Funds -			
Airport Fund	1,850,000	1,850,000	1,854,136
Water Fund	718,000	718,000	718,000
Total Charges For Current Services	6,442,649	6,090,239	6,920,643
Other Revenues:			
Donations-private sources	19,526	20,024	30,095
Miscellaneous	622,209	539,618	2,000,544
PERS credits	594,828	663,442	-
Total Other Revenues	1,236,563	1,223,084	2,030,639
Total Revenues	\$ 158,992,123	\$ 151,671,542	\$ 141,462,192

CITY OF TORRANCE
STATEMENT OF EXPENDITURES - GENERAL FUND
FOR FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
General Government:			
City Council	\$ 382,244	\$ 420,520	\$ 431,274
Commissions/Committees -			
Parks and Recreation	54,952	52,148	52,548
Planning	35,141	40,296	40,384
Environmental Quality	11,825	11,822	12,121
Cultural Arts	13,371	11,859	11,719
Community Service	-	-	-
Traffic	6,248	6,040	6,042
Youth Council	4,136	8,835	7,397
Civil Service	217,274	228,640	246,753
Commission on Aging	6,669	5,967	5,954
Library	8,972	9,484	8,167
Blue Ribbon	4,233	-	-
Disaster Council	418	300	210
City Manager	2,275,722	2,472,171	2,639,333
City Attorney	2,557,036	2,530,839	2,318,646
City Clerk	820,021	714,751	1,097,887
City Treasurer	811,552	785,772	812,899
Finance	3,464,720	3,264,858	3,535,719
Human Resources	2,480,078	2,642,109	2,529,589
Civil Service	87,907	143,211	161,007
Community Development	4,148,397	4,515,546	4,770,833
Communications and Information Technology	4,416,755	4,546,741	4,941,054
General Services	4,794,431	4,451,566	3,721,393
Less: indirect cost allocation, other funds	(3,770,635)	(3,997,469)	(4,584,797)
Total General Government	22,831,467	22,866,006	22,766,132
Nondepartmental:			
Insurance, net	14,923	15,410	15,437
Leaseback payments	2,830,334	2,839,528	3,024,201
Community promotion	259,683	354,427	284,898
Hazardous waste	60,948	65,470	-
Employee benefits, net	1,487,605	957,104	230,016
Other	1,041,416	1,026,519	1,885,289
Total Nondepartmental	5,694,909	5,258,458	5,439,841
Public Safety:			
Police	57,909,669	61,412,528	61,246,752
Fire	25,782,283	24,731,269	25,911,357
Building and Safety	3,177,265	3,291,419	3,243,707
Total Public Safety	86,869,217	89,435,216	90,401,816
Public Works:			
Street	10,108,123	10,686,994	10,904,209
Total Public Works	10,108,123	10,686,994	10,904,209
Culture and Recreation:			
Community Services	13,735,102	13,896,096	13,791,311
Total Culture and Recreation	13,735,102	13,896,096	13,791,311
Total Expenditures	\$ 139,238,818	\$ 142,142,770	\$ 143,303,309

PARKS AND RECREATION FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 165,968	\$ 56,256	\$ -
Accounts Receivable	761	1,058	2,036
Due from other governments	300,051	309,456	223,015
Prepays	91	15,254	5,053
Total Current Assets	466,871	382,024	230,104
Capital assets, net	23,795	20,964	19,244
Total Assets	\$ 490,666	\$ 402,988	\$ 249,348
LIABILITIES AND FUND EQUITY			
Current Liabilities:			
Accounts Payable	\$ 132,589	\$ 94,107	\$ 128,331
Unearned Revenue	670,940	621,744	581,044
Due to other funds	-	-	150,592
Total Current Liabilities	803,529	715,851	859,967
Total Liabilities	803,529	715,851	859,967
Fund Equity - Unreserved Retained Deficit	(312,863)	(312,863)	(610,619)
Total Liabilities and Fund Equity	\$ 490,666	\$ 402,988	\$ 249,348

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 4,109,039	\$ 4,138,027	\$ 4,035,246
Other	84,129	16,029	22,849
Total Operating Revenues	4,193,168	4,154,056	4,058,095
OPERATING EXPENSES			
Salaries and employee benefits	4,572,827	4,803,984	5,100,535
Services and supplies	883,578	834,102	1,072,770
Other professional services	1,347,483	1,085,786	1,126,433
Depreciation and amortization	2,784	2,831	1,720
Insurance and claims	14,196	23,418	9,396
City charges	573,786	767,489	762,518
Other	18,949	11,096	10,453
Total Operating Expenses	7,413,603	7,528,706	8,083,825
OPERATING LOSS	(3,220,435)	(3,374,650)	(4,025,730)
NON-OPERATING REVENUES			
Donations and other, net	8,000	-	-
Total Non-Operating Revenues	8,000	-	-
Loss before transfers	(3,212,435)	(3,374,650)	(4,025,730)
TRANSFERS IN	3,414,827	3,440,933	3,795,568
TRANSFERS OUT	(73,629)	(66,283)	(67,594)
NET INCOME (LOSS)	\$ 128,763	\$ -	\$ (297,756)

PARKS AND RECREATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating loss	\$ (3,220,435)	\$ (3,374,650)	\$ (4,025,730)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation	2,784	2,831	1,720
Cash received from donations	8,000	-	-
(Increase) decrease in accounts receivable	5	(297)	(978)
(Increase) decrease in due from other government	(300,051)	(9,405)	86,441
(Increase) decrease in prepaids	6,180	(15,163)	10,201
Increase (decrease) in accounts payable	131,656	(38,482)	34,224
Increase (decrease) in due to other funds	-	-	150,592
Increase (decrease) in other and accrued liabilities	(40,029)	-	-
Increase (decrease) in unearned revenue	115,171	(49,196)	(40,700)
Net cash used by operating activities	(3,296,719)	(3,484,362)	(3,784,230)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,414,827	3,440,933	3,795,568
Cash transfers paid to other funds	(73,629)	(66,283)	(67,594)
Net cash provided by noncapital financing activities	3,341,198	3,374,650	3,727,974
Net increase (decrease) in cash, restricted cash and cash equivalents	44,479	(109,712)	(56,256)
Cash, restricted cash and cash equivalents, July 1	121,489	165,968	56,256
Cash, restricted cash and cash equivalents, June 30	\$ 165,968	\$ 56,256	\$ -

Redevelopment Agency -Capital Projects Fund

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	Audited 07-08	Audited 08-09	Audited 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,435,857	\$ 10,282,157	\$ 6,168,088
Accrued Interest Receivable	102,335	117,306	56,947
Due from other funds	-	-	1,633,409
Others	2,621	2,695	3,514
Total Assets	\$ 8,540,813	\$ 10,402,158	\$ 7,861,958
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Accounts Payable	\$ 7,631	\$ 2,173	\$ 7,200
Total Liabilities	7,631	2,173	7,200
Fund Balances			
Unreserved:			
Designated	8,348,399	10,160,792	7,641,756
Undesignated	184,783	239,193	213,002
Total Fund Balance	8,533,182	10,399,985	7,854,758
Total Liabilities and Fund Equity	\$ 8,540,813	\$ 10,402,158	\$ 7,861,958

Redevelopment Agency - Capital Projects Fund

**STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30**

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Use of money and property	\$ 375,590	\$ 391,547	\$ 206,839
Other	30,014	188,072	84,798
<i>Total Operating Revenues</i>	<i>405,604</i>	<i>579,619</i>	<i>291,637</i>
OPERATING EXPENSES			
Salaries and employee benefits	247,344	263,843	238,493
Services and supplies	97,603	98,859	121,560
Other professional services	75,050	98,207	109,747
Travel and training	18,469	11,222	9,962
City charges	22,408	23,299	19,626
SERAF	-	-	40,000
Capital outlay	-	-	4,049,902
<i>Total Operating Expenses</i>	<i>460,874</i>	<i>495,430</i>	<i>4,589,290</i>
OPERATING LOSS	(55,270)	84,189	(4,297,653)
Other financing sources:			
Transfers In	1,446,890	1,824,463	1,794,175
Transfers Out	(74,733)	(41,849)	(41,749)
NET INCOME	\$ 1,316,887	\$ 1,866,803	\$ (2,545,227)

Redevelopment Agency Debt Service Fund

BALANCE SHEET

FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 4,509,565	\$ 6,447,420	\$ 6,049,413
Accrued Interest Receivable	19,117	37,345	23,576
Due from other governments	1,499,054	850,152	919,228
Total Assets	\$ 6,027,736	\$ 7,334,917	\$ 6,992,217
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities			
Interfund advances payable	\$ 18,432,015	\$ 18,432,015	\$ 20,065,424
Due to other governments	-	860,996	1,109,548
Total Liabilities	18,432,015	19,293,011	21,174,972
Fund Balances			
Reserved- debt service	1,336,190	1,987,594	2,113,708
Unreserved:			
Undesignated deficit	(13,740,469)	(13,945,688)	(16,296,463)
Total Fund Balance	(12,404,279)	(11,958,094)	(14,182,755)
Total Liabilities and Fund Equity	\$ 6,027,736	\$ 7,334,917	\$ 6,992,217

Redevelopment Agency - Debt Service Fund
STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Sales Tax	\$ 1,962,150	\$ 1,699,356	\$ 1,562,632
Incremental property taxes	8,027,748	9,778,148	8,968,312
Use of money and property	138,484	159,970	93,955
Total Operating Revenues	10,128,382	11,637,474	10,624,899
OPERATING EXPENSES			
Current-property tax and bond admin	42,635	37,472	143,875
Principal retirement	1,499,591	1,362,360	1,462,953
Interest and fiscal charges	2,795,864	3,628,748	2,783,890
Property tax County pass-through	2,402,767	3,458,915	3,196,943
SERAF	-	-	2,083,409
Total Operating Expenses	6,740,857	8,487,495	9,671,070
OPERATING INCOME	3,387,525	3,149,979	953,829
Other financing sources:			
Advances from County	1,436,421	1,423,986	1,577,046
Advances from Developers	45,585	51,869	48,090
Transfers Out	(4,202,336)	(4,179,649)	(4,803,626)
NET INCOME	\$ 667,195	\$ 446,185	\$ (2,224,661)

SANITATION ENTERPRISE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS:			
Pooled Cash and Investments	\$ 2,961,852	\$ 2,878,693	\$ 1,836,575
Accounts Receivable	1,295,082	1,480,945	1,457,661
Due from Other Governments	-	-	14,652
Prepays	-	-	251
<i>Total Current Assets</i>	<i>4,256,934</i>	<i>4,359,638</i>	<i>3,309,139</i>
Capital assets, net	93,114	68,012	42,909
<i>Total Assets</i>	<i>\$ 4,350,048</i>	<i>\$ 4,427,650</i>	<i>\$ 3,352,048</i>
 LIABILITIES AND FUND EQUITY			
Accounts Payable	\$ 316,205	\$ 109,731	\$ 336,958
Accrued Liabilities	511,442	624,443	564,126
<i>Total Liabilities</i>	<i>827,647</i>	<i>734,174</i>	<i>901,084</i>
 <i>Fund Equity - Unreserved Retained Earnings</i>	<i>3,522,401</i>	<i>3,693,476</i>	<i>2,450,964</i>
<i>Total Liabilities and Fund Equity</i>	<i>\$ 4,350,048</i>	<i>\$ 4,427,650</i>	<i>\$ 3,352,048</i>

SANITATION ENTERPRISE FUND
STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> <i>07-08</i>	<i>Audited</i> <i>08-09</i>	<i>Audited</i> <i>09-10</i>
OPERATING REVENUES			
Refuse fee revenue	\$ 7,156,772	7,549,849	7,324,036
Sewer fee revenue	1,299,632	1,251,653	1,170,684
Recycling fee revenue	1,600,501	1,526,930	1,614,666
AB 939 fee revenue	796,985	849,479	751,327
Total Operating Revenues	10,853,890	11,177,911	10,860,713
OPERATING EXPENSES			
Salaries and employee benefits	4,107,996	4,367,522	4,552,458
Services and supplies	3,562,493	3,297,222	3,281,377
Other professional services	2,358,055	2,315,856	2,440,734
Depreciation and amortization	24,819	25,102	25,102
Insurance and claims	142,603	144,976	106,831
City charges	756,838	831,692	1,002,686
Other	8,022	6,231	20,987
Total Operating Expenses	10,960,826	10,988,601	11,430,175
OPERATING INCOME (LOSS)	(106,936)	189,310	(569,462)
NON-OPERATING REVENUES			
Investment earnings	122,314	119,800	72,125
Grants	156,917	118,179	47,768
Other, net	3,351	-	-
Total Non-Operating Revenues	282,582	237,979	119,893
Income before transfers	175,646	427,289	(449,569)
TRANSFERS IN	75,000	75,000	75,000
TRANSFERS OUT	(221,161)	(331,214)	(867,943)
NET INCOME	\$ 29,485	\$ 171,075	\$(1,242,512)

SANITATION ENTERPRISE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating income (loss)	\$ (106,936)	\$ 189,310	\$ (569,462)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities:			
Depreciation	24,819	25,102	25,102
Increase in accounts receivable	(122,441)	(185,863)	23,284
(Increase) decrease in prepaids	66	-	(251)
Decrease in due from other governments	-	-	(14,652)
Increase (decrease) in accounts payable	304,546	(206,474)	227,228
Increase (decrease) in accrued liabilities	(163,542)	88,402	(60,317)
Increase in accrued salaries and benefits		24,599	-
Increase in deposits and guarantees	-	-	-
Net cash provided (used) by operating activities	<u>(63,488)</u>	<u>(64,924)</u>	<u>(369,068)</u>
Cash flows from capital financing activities:			
Capital expenditures	-	-	-
Net cash used by capital financing activities	<u>-</u>	<u>-</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash received from grants	156,917	118,179	47,768
Cash transfers received from other funds	75,000	75,000	110,571
Cash transfers paid to other funds	<u>(221,161)</u>	<u>(331,214)</u>	<u>(903,514)</u>
Net cash provided by noncapital financing activities	<u>10,756</u>	<u>(138,035)</u>	<u>(745,175)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>125,665</u>	<u>119,800</u>	<u>72,125</u>
Net cash provided by investing activities	<u>125,665</u>	<u>119,800</u>	<u>72,125</u>
Net increase (decrease) in cash, restricted cash and cash equivalents	72,933	(83,159)	(1,042,118)
Cash, restricted cash and cash equivalents, July 1	<u>2,888,919</u>	<u>\$ 2,961,852</u>	<u>\$ 2,878,693</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$ 2,961,852</u></u>	<u><u>\$ 2,878,693</u></u>	<u><u>\$ 1,836,575</u></u>

SELF INSURANCE FUND

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	Audited 07-08	Audited 08-09	Audited 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,171,782	\$ 9,278,296	\$ 8,357,769
Other Prepayments	-	-	270,928
Total Current Assets	8,171,782	9,278,296	8,628,697
Advances to other funds	3,000,000	2,000,000	1,000,000
Total Assets	\$ 11,171,782	\$ 11,278,296	\$ 9,628,697
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities :			
Accounts Payable	\$ 155,767	\$ 139,727	\$ 79,016
Accrued Liabilities for self ins claims-current	8,474,538	8,474,538	8,474,538
Total Current Liabilities	8,630,305	8,614,265	8,553,554
Accrued Liabilities for self ins claims-long term	16,435,653	16,435,653	16,435,653
Total Liabilities	25,065,958	25,049,918	24,989,207
Fund Deficit:			
Fund Deficit - Unreserved	(13,894,176)	(13,771,622)	(15,360,510)
Total Liabilities and Fund Deficit	\$ 11,171,782	\$ 11,278,296	\$ 9,628,697

SELF INSURANCE FUND
STATEMENT OF REVENUES AND EXPENSES - ACTUALS
FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 2,857,242	\$ 2,694,794	\$ 2,492,518
Total Operating Revenues	<u>2,857,242</u>	<u>2,694,794</u>	<u>2,492,518</u>
OPERATING EXPENSES			
Salaries and benefits	738,285	741,898	795,260
Materials and services	115,152	125,491	165,009
Insurance and claims	5,373,362	4,523,913	5,598,919
Other	4,328	5,416	4,521
Total Operating Expenses	<u>6,231,127</u>	<u>5,396,718</u>	<u>6,563,709</u>
OPERATING LOSS	<u>(3,373,885)</u>	<u>(2,701,924)</u>	<u>(4,071,191)</u>
 TRANSFERS IN	 2,219,212	 2,829,996	 2,488,269
TRANSFERS OUT	(88,318)	(5,518)	(5,966)
NET INCOME (LOSS)	\$ (1,242,991)	\$ 122,554	\$ (1,588,888)

SELF INSURANCE FUND

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating loss	\$ (3,373,885)	\$ (2,701,924)	\$ (4,071,191)
Adjustments to reconcile operating loss to net cash used by operating activities:			
(Increase) in prepaids	-	-	(270,928)
Increase (Decrease) in accounts payable	150,586	(16,040)	(60,711)
(Decrease) in other liabilities	(11,015)	-	-
Increase in accrued liabilities for self ins. claims	2,032,846	-	-
Net cash used by operating activities	(1,201,468)	(2,717,964)	(4,402,830)
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	3,219,212	3,829,996	3,488,269
Cash transfers paid to other funds	(88,318)	(5,518)	(5,966)
Net cash provided by noncapital financing activities	3,130,894	3,824,478	3,482,303
Increase (decrease) in cash, restricted cash and cash equivalents	1,929,426	1,106,514	(920,527)
Cash, restricted cash and cash equivalents, July 1	6,242,356	8,171,782	9,278,296
Cash, restricted cash and cash equivalents, June 30	<u>\$ 8,171,782</u>	<u>\$ 9,278,296</u>	<u>\$ 8,357,769</u>

SEWER ENTERPRISE FUND OPERATIONS

BALANCE SHEET FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 10,450,089	\$ 11,282,799	\$ 10,735,562
Accounts Receivable	253,857	211,264	246,590
Accrued Interest Receivable	126,789	127,319	92,401
Total Current Assets	10,830,735	11,621,382	11,074,553
Infrastructure	40,017,611	40,075,529	40,143,322
Machinery and Equipment	167,093	131,827	172,909
Construction In Progress	3,409,263	2,275,848	2,425,199
Interfund Advances Receivable	419,028	419,028	419,028
Total Assets	\$ 54,843,730	\$ 54,523,614	\$ 54,235,011
LIABILITIES AND FUND EQUITY			
Liabilities:			
Accounts Payable	\$ 17,694	\$ 9,182	\$ 16,536
Contract Retainage Payable	98,090	-	28,423
Total Liabilities	115,784	9,182	44,959
Fund Equity:			
Contributed Capital	2,786,254	2,786,254	2,786,255
Retained Earnings - Unreserved	51,941,692	51,728,178	51,403,797
Total Fund Equity	54,727,946	54,514,432	54,190,052
Total Liabilities and Fund Equity	\$ 54,843,730	\$ 54,523,614	\$ 54,235,011

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Sewer charges	\$ 1,838,598	\$ 1,833,216	\$ 1,709,707
Sewer revolving fees	15,793	9,486	7,988
Other	3,023	3,528	4,030
Total Operating Revenues	1,857,414	1,846,230	1,721,725
OPERATING EXPENSES			
Salaries and employee benefits	586,328	624,006	865,052
Services and supplies	7,966	13,705	25,943
Other professional services	52,282	52,066	73,026
Depreciation and amortization	935,438	903,929	968,641
Insurance and claims	987	-	-
City charges	152,849	166,892	257,567
Other	216,358	678,528	72,592
Total Operating Expenses	1,952,208	2,439,126	2,262,821
OPERATING INCOME (LOSS)	(94,794)	(592,896)	(541,096)
NON-OPERATING REVENUES			
Investment earnings	500,147	454,382	340,391
Income (loss) before transfers	405,353	(138,514)	(200,705)
TRANSFERS IN	-	-	-
TRANSFERS OUT	(75,000)	(75,000)	(82,222)
NET INCOME (LOSS)	\$ 330,353	\$ (213,514)	\$ (282,927)

SEWER ENTERPRISE FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating income (loss)	\$ (94,794)	\$ (592,896)	\$ (541,096)
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation	935,438	903,929	968,641
Other capital project expenses	110,289	-	-
(Increase) decrease in accounts receivable	(13,378)	42,593	(35,326)
Increase (decrease) in accounts payable	17,694	(4,377)	(7,697)
Increase (decrease) in retainage payable	96,990	-	-
Net cash provided by operating activities	<u>1,052,239</u>	<u>349,249</u>	<u>384,522</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	<u>(1,634,793)</u>	<u>104,610</u>	<u>(1,224,847)</u>
Net cash used by capital financing activities	<u>(1,634,793)</u>	<u>104,610</u>	<u>(1,224,847)</u>
Cash flows from noncapital financing activities:			
Cash transfers received from other funds	-	-	-
Cash transfers paid to other funds	(75,000)	(75,000)	(82,222)
Cash received from advances to other funds	-	-	-
Net cash provided (used) by noncapital financing activities	<u>(75,000)</u>	<u>(75,000)</u>	<u>(82,222)</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>496,438</u>	<u>453,851</u>	<u>375,310</u>
Net cash provided by investing activities	<u>496,438</u>	<u>453,851</u>	<u>375,310</u>
Net increase (decrease) in cash, restricted cash and cash equivalents	(161,116)	832,710	(547,237)
Cash, restricted cash and cash equivalents, July 1	<u>10,611,205</u>	<u>\$ 10,450,089</u>	<u>\$ 11,282,799</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$ 10,450,089</u></u>	<u><u>\$ 11,282,799</u></u>	<u><u>\$ 10,735,562</u></u>

TRANSIT SYSTEM
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 3,431,638	\$ 2,104,472	\$ 1,166,008
Accounts Receivable	40	-	214
Accrued Interest Receivable	41,760	23,729	11,551
Inventory	999,458	1,070,994	982,277
Due from Other Governments	1,790,917	4,717,100	3,834,685
Prepays	-	960	11,300
Total Current Assets	6,263,813	7,917,255	6,006,035
Capital Assets, Net	10,204,005	8,944,784	13,988,381
Total Assets	\$ 16,467,818	\$ 16,862,039	\$ 19,994,416
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities:			
Accounts Payable	\$ 829,728	\$ 826,527	\$ 1,111,160
Accrued Liabilities	1,097,135	1,177,435	1,136,177
Unearned Revenues	418,284	1,409,498	1,551,150
Total Current Liabilities	2,345,147	3,413,460	3,798,487
Total Liabilities	2,345,147	3,413,460	3,798,487
Fund Equity:			
Contributed Capital:			
From County (Propositions A and C Funds - Capital Expenditures)	4,636,190	4,636,190	4,636,190
From Federal Government	8,585,782	8,585,782	8,585,782
From State of California	5,812,161	5,812,161	5,812,161
From Private Industry and General Fund	126,923	126,923	126,923
Total	19,161,056	19,161,056	19,161,056
Less Accumulated Depreciation	(22,780,825)	(24,695,408)	(26,697,220)
Contributed Capital (net)	(3,619,769)	(5,534,352)	(7,536,164)
Retained Earnings - Unreserved	17,742,440	18,982,931	23,732,093
Total Fund Equity	14,122,671	13,448,579	16,195,929
Total Liabilities and Fund Equity	\$ 16,467,818	\$ 16,862,039	\$ 19,994,416

TRANSIT SYSTEM

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
OPERATING REVENUES			
Passenger cash fares	\$ 2,518,600	\$ 2,983,205	\$ 3,140,993
Special bus service	5,347	-	-
Advertising	200,635	174,335	132,260
Miscellaneous	70,479	121,225	19,660
Total Operating Revenues	2,795,061	3,278,765	3,292,913
NON-OPERATING REVENUES			
Proposition A funds	5,604,888	5,260,375	6,806,569
Proposition C funds	1,542,141	2,660,742	3,530,931
SB-325 allocation	5,361,384	5,042,111	3,994,955
Capital maintenance revenue	2,140,000	2,250,000	2,250,000
Transit STAF	1,048,737	371,060	-
Capital grants	916,617	560,242	7,045,410
Investment earnings	172,886	85,649	72,791
Total Non-Operating Revenues	16,786,653	16,230,179	23,700,656
Total Revenues/Resources	19,581,714	19,508,944	26,993,569
OPERATING EXPENSES			
Salaries and employee benefits	11,882,040	12,180,395	12,343,189
Services and supplies	2,867,384	2,776,219	2,517,217
Other professional services	1,735,425	1,691,928	1,921,048
Depreciation and amortization	1,936,285	1,914,584	2,001,812
Insurance and Claims	268,462	322,547	403,792
City charges	2,206,151	2,303,097	2,550,660
Other	102,856	76,774	64,892
Total Operating Expenses	20,998,603	21,265,544	21,802,610
NON-OPERATING EXPENSES			
Loss on sale of capital assets	7,018	-	-
Total Non-Operating Expenses	7,018	-	-
Total Operating & Non-Operating expenses	21,005,621	21,265,544	21,802,610
Income (Loss) before transfers	(1,423,907)	(1,756,600)	5,190,959
TRANSFERS IN	194,433	1,254,000	-
TRANSFERS OUT	(165,590)	(171,492)	(2,443,609)
NET INCOME (LOSS)	(1,395,064)	(674,092)	2,747,350
Add: Depreciation on assets acquired with contributed capital	1,936,285	1,914,584	2,001,812
TOTAL ADDITIONS TO RETAINED EARNINGS	\$ 541,221	\$ 1,240,492	\$ 4,749,162

TRANSIT SYSTEM

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating loss	\$ (18,203,542)	\$ (17,986,779)	\$ (18,509,697)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization	1,936,285	1,914,584	2,001,812
(Increase) Decrease in inventory	(159,028)	(71,536)	88,717
(Increase) Decrease in accounts receivable	147	40	(214)
(Increase) Decrease in prepaids	2,484	(960)	(10,340)
Increase (Decrease) in accounts payable	827,159	(3,202)	284,633
Increase (Decrease) in accrued salaries and benefits payable	85,947	77,484	(51,634)
Increase (Decrease) in other accrued liabilities	(479,816)	2,816	10,376
Net cash used by operating activities	<u>(15,990,364)</u>	<u>(16,067,553)</u>	<u>(16,186,347)</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	(909,322)	(655,361)	(7,045,410)
Cash received from grants and subsidies	916,617	560,242	7,045,410
Proceeds on sale of capital assets	250	-	-
Net cash provided (used) by capital financing activities	<u>7,545</u>	<u>(95,119)</u>	<u>-</u>
Cash flows from noncapital financing activities:			
Cash received from grants and subsidies	14,974,185	13,649,318	17,606,522
Cash transfers received from other funds	194,433	1,254,000	-
Cash transfers paid to other funds	(165,590)	(171,492)	(2,443,609)
Net cash provided by noncapital financing activities	<u>15,003,028</u>	<u>14,731,826</u>	<u>15,162,913</u>
Cash flows from investing activities:			
Cash received from interest on investments	<u>180,203</u>	<u>103,680</u>	<u>84,970</u>
Net cash provided by investing activities	<u>180,203</u>	<u>103,680</u>	<u>84,970</u>
Increase (decrease) in cash, restricted cash and cash equivalents	(799,588)	(1,327,166)	(938,464)
Cash, restricted cash and cash equivalents, July 1	<u>4,231,226</u>	<u>3,431,638</u>	<u>2,104,472</u>
Cash, restricted cash and cash equivalents, June 30	<u><u>\$ 3,431,638</u></u>	<u><u>\$ 2,104,472</u></u>	<u><u>\$ 1,166,008</u></u>

WATER FUND
BALANCE SHEET
FISCAL YEARS ENDED JUNE 30

	<i>Audited</i> 07-08	<i>Audited</i> 08-09	<i>Audited</i> 09-10
ASSETS			
Current Assets:			
Pooled Cash and Investments	\$ 8,849,375	\$ 4,730,013	\$ 4,611,541
Restricted Cash and Investments	551,742	592,214	535,356
Restricted Construction Advances	14,595	19,066	17,510
Accounts Receivable	5,218,772	3,906,939	4,334,047
Accrued Interest Receivable	107,524	54,502	42,994
Inventory	498,041	454,030	417,529
Prepays	142	82	1,552
Total Current Assets	15,240,191	9,756,846	9,960,529
Capital Assets, Net	63,956,094	65,932,359	65,160,855
Interfund Advances Receivable	1,154,432	1,154,432	1,154,432
Total Assets	\$ 80,350,717	\$ 76,843,637	\$76,275,816
LIABILITIES AND FUND EQUITY			
Liabilities:			
Current Liabilities (Payable from Current Assets):			
Accounts Payable	\$ 4,519,713	\$ 3,645,953	\$ 3,750,818
Contract Retainage Payable	236,781	17,215	24,525
Accrued Liabilities	426,360	323,405	398,337
	5,182,854	3,986,573	4,173,680
Current Liabilities (Payable from Restricted Assets):			
Revenue Bonds Maturing Within One Year	546,183	540,975	550,350
Construction Advances	14,595	19,066	17,510
	560,778	560,041	567,860
Total Current Liabilities	5,743,632	4,546,614	4,741,540
Noncurrent Portion of Revenue Bonds Outstanding	2,745,000	2,245,000	1,730,000
Total Liabilities	8,488,632	6,791,614	6,471,540
Fund Equity:			
Retained Earnings - Reserved	566,337	592,214	535,356
Retained Earnings - Unreserved	71,295,748	69,459,809	69,268,920
Total Fund Equity	71,862,085	70,052,023	69,804,276
Total Liabilities and Fund Equity	\$ 80,350,717	\$ 76,843,637	\$76,275,816

WATER FUND OPERATIONS

STATEMENT OF REVENUES AND EXPENSES - ACTUALS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
OPERATING REVENUES			
Charges for services	\$ 22,470,337	\$ 22,537,801	\$ 25,729,431
Other	838,877	1,023,796	1,495,671
Total Operating Revenues	<u>23,309,214</u>	<u>23,561,597</u>	<u>27,225,102</u>
OPERATING EXPENSES			
Salaries and employee benefits	3,927,038	4,135,404	4,426,487
Services and supplies	1,123,912	944,727	1,144,988
Other professional services	418,346	501,970	500,503
Depreciation and amortization	1,176,624	1,136,579	1,359,519
Insurance and claims	66,922	92,835	116,131
City charges	1,708,800	1,789,342	2,072,084
Cost of water	13,604,422	14,527,089	16,989,402
Other	1,105,598	2,397,397	33,937
Total Operating Expenses	<u>23,131,662</u>	<u>25,525,343</u>	<u>26,643,051</u>
OPERATING INCOME (LOSS)	<u>177,552</u>	<u>(1,963,746)</u>	<u>582,051</u>
NON-OPERATING REVENUES			
Investment earnings	533,999	278,604	196,329
Other, net	-	42,918	36,493
Total Non-Operating Revenues	<u>533,999</u>	<u>321,522</u>	<u>232,822</u>
NON-OPERATING EXPENSES			
Interest expense	150,939	136,409	129,067
Total Non-Operating Expenses	<u>150,939</u>	<u>136,409</u>	<u>129,067</u>
Income (Loss) before contributions and transfers	<u>560,612</u>	<u>(1,778,633)</u>	<u>685,806</u>
CAPITAL GRANTS	59,274	-	-
TRANSFERS OUT	(85,481)	(31,429)	(29,519)
NET INCOME (LOSS)	<u>\$ 534,405</u>	<u>\$ (1,810,062)</u>	<u>\$ 656,287</u>

WATER FUND OPERATIONS

STATEMENT OF CASH FLOWS FISCAL YEARS ENDED JUNE 30

	<i>Audited 07-08</i>	<i>Audited 08-09</i>	<i>Audited 09-10</i>
Cash flows from operating activities:			
Operating income (loss)	\$ 177,552	\$ (1,963,746)	\$ 582,051
Adjustments to reconcile operating income (loss) to net cash provided by operating activities:			
Depreciation and amortization	1,176,624	1,136,579	1,359,519
Other capital project expenses	135,396	-	-
(Increase) decrease in inventories	31,033	44,011	36,501
(Increase) decrease in accounts receivable	(1,100,441)	1,311,833	(427,108)
Decrease in prepaids	1,657	60	(1,470)
Increase (decrease) in accounts payable	2,039,364	(76,738)	223,355
Increase (decrease) in retainage payable	142,590	-	-
Increase (decrease) in accrued liabilities	(599,727)	(18,311)	17,579
Increase (decrease) in deposits and guarantees	14,595	4,471	(1,556)
Net cash provided by operating activities	<u>2,018,643</u>	<u>438,159</u>	<u>1,788,871</u>
Cash flows from capital financing activities:			
Payments for capital expenditures	(3,283,537)	(4,214,075)	(1,545,878)
Payments for revenue bonds principal	(465,000)	(500,000)	(515,000)
Payments for revenue bonds interest	(155,589)	(141,617)	(119,692)
Cash received from contributed capital subsidy	59,274	42,918	36,493
Net cash used by capital financing activities	<u>(3,844,852)</u>	<u>(4,812,774)</u>	<u>(2,144,077)</u>
Cash flows from noncapital financing activities:			
Cash transfers paid to other funds	(85,481)	-	-
Cash received from advances to other funds	-	(31,429)	(29,519)
Net cash used by noncapital financing activities	<u>(85,481)</u>	<u>(31,429)</u>	<u>(29,519)</u>
Cash flows from investing activities:			
Cash received from interest on investments	545,645	331,625	207,839
Net cash provided by investing activities	<u>545,645</u>	<u>331,625</u>	<u>207,839</u>
Net decrease in cash, restricted cash and cash equivalents	(1,366,045)	(4,074,419)	(176,886)
Cash, restricted cash and cash equivalents, July 1	<u>10,781,757</u>	<u>\$ 9,415,712</u>	<u>\$ 5,341,293</u>
Cash, restricted cash and cash equivalents, June 30	<u>\$ 9,415,712</u>	<u>\$ 5,341,293</u>	<u>\$ 5,164,407</u>

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Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the Council:

The City Manager respectfully transmits his proposed budget to the City Council. The operating budget as proposed is balanced for the 2009-10 and 2010-11 fiscal years, as well as the out years through the 2013-14 fiscal year. This budget becomes the City Council's and may be revised and amended as directed by your Honorable Body.

The proposal before you is a reflection of City policies and goals and is consistent with the City's Strategic Plan. Actions taken by this Council and prior Council's have allowed the City to effectively manage and balance budgets especially during difficult times such as these.

The worldwide economic downturn is challenging all cities, as well as many if not all States' budgets. The California state budget crisis has exceeded \$21 billion and is likely to climb over the next several years if no action is taken by the State legislators.

As the City faces immediate budget short-falls, it is prudent to avoid short-term solutions that do not address the City's long-term needs. The two-year budget plan before you addresses the immediate budget shortfall with a plan to address the longer term financial issues the City faces. While the budget as presented is balanced, it contains some difficult choices. These choices are necessary to balance the budget over the next two years, over the five-year projection and to provide the ability to fund changes over the long-term.

The two-year budget eliminates a \$4.5 million General Fund projected structural deficit in the 2009-10 fiscal year and addresses an additional \$8 - \$10 million deficit through the end of

the five year forecast, the 2013-14 fiscal year. The recession is directly related to both the budget shortfall in terms of lower tax revenues and large investment losses of pension assets.

2009-10 Fiscal Year (Selected Funds)			
	Sources	Uses	Budget Surplus/ (Deficit)
General Fund	\$173,534,416	\$173,534,416	\$ -
Enterprise Funds:			
Airport	11,632,000	11,625,738	6,262
Transit	23,806,684	23,806,684	-
Water	28,879,000	28,313,549	565,451
Emergency Medical	10,244,959	10,244,959	-
Sanitation	11,591,110	11,591,110	-
Cultural Arts	2,181,066	2,181,066	-
Sewer	2,330,242	2,330,242	-
Parks & Recreation	8,177,239	8,177,239	-
Animal Control	454,018	454,018	-
Internal Services			
Fleet	6,315,738	6,071,323	244,415
Self Insurance	4,030,833	4,030,833	-

The revenues for the City's enterprise funds were not as dramatically affected by the recession and personnel costs tend to be lower as a percentage of their budget as a whole. These funds are required and are projected to be balanced.

The General Fund budget has been re-balanced through internal adjustments of \$1.04 million; reductions in recurring expenses of \$2.0 million; an increase in the cost recovery of user fees by \$868,000; maintaining the subsidy level for the Parks and Recreation Enterprise Fund at \$3.75 million and subsidizing the City's Cultural Arts Center at the \$786,000 level. In addition, the document before you reduces reserves for wage adjustments starting in the 2009-10 fiscal year and provides very limited reserves in the out years of the five year plan beginning in 2011-12.

Historically, the operating budget has relied on \$600,000 from prior year carryover. The budget before you relies on an additional \$620,000 of one time monies (Reserve for Balancing Strategies) for the 2009-10 fiscal year. This will assist with timing issues as we implement the above balancing strategies if approved.

Internal Adjustments

TRANS – The City began issuing Tax Revenue Anticipation Notes (TRANS) two years ago. These notes assist the City in managing its cash flow needs through the first five months of the fiscal year (July – November) when the cash flows are negative until the first major installment of property taxes is received in early December. This program has generated additional investment earnings of \$540,000 for the 2007-08 fiscal year and \$1,080,000 for the 2008-09 fiscal year. These funds were originally set aside as an additional funding mechanism for the capital budget. At this time, staff is recommending placing funds from the TRANS into the Benefit Rate Mitigation Reserve and use 10% of the balance annually to assist in balancing the operating budget (\$540,000) for the 2009-10 fiscal year and thereafter. It is also recommended that any balance above \$10 million be transferred to funding capital needs of the City.

GASB 45 – In 2004, the Government Accounting Standards Board (GASB) issued Statement 45 to provide more complete, reliable, and decision useful financial reporting regarding the costs and financial obligations the governments incur when they provide post employment benefits other than pensions (OPEB) after December 2006. Even though there was no "funding" requirement, the City set aside an additional \$1.5 million last fiscal year to begin fully funding post employment healthcare benefits. Depending on who holds the funds, the government entity or a "fiscal agent", the discount rate allowable changes from 4.25% to 7.75% which changes the annual funding level, a difference of about \$500,000 annually. At this time staff is recommending to place these funds with a 3rd party and will return to Council with an item in the coming months.

Department Revisions

As stated before, the document before you recommends difficult choices. Departments were asked to submit 2% and 4% reduction scenarios and, for the most part with the exception of Police and Fire, most of the 2% submittals were accepted which provides a total of \$830,400. At the 2% level, with the exception of 4.2 positions in the General Fund (all vacant or underfilled) most of all the revisions are in materials, supplies, and professional services. The reductions submitted also included a total of \$195,900 outside the General Fund. Again, most of the reductions are in the materials and supplies area, with the exception of 3.2 positions (all vacant). These submittals will be taken in the 2009-10 fiscal year which assists in the balancing of the 2010-11 fiscal year, the 2nd year of the two-year budget.

Fire and Police also submitted like scenarios. The City Manager has worked with these two high priority departments to achieve some reductions but to minimize the impact to the community, therefore, 1.2% was used for Fire and Police, \$400,000 and \$690,000 respectively. Details for the departments as well as the discussion papers for Police and Fire are included in the "Department Revisions" section of the budget book.

Fee Adjustments – Cost Recovery

Many of our City departments provide services to our community. The services provided are discretionary by the user and the goal, where practical, is to offset the cost of providing the service. The current cost recovery for these services is about 66%. The last City-wide user fee study was conducted in 2003. Staff is recommending increasing the cost recovery rate, departments as a whole, to 81% based on department recommendations. A fee hearing has been noticed to the public to explore staff's recommendation. As recommended, fee revenues would increase by \$868,000 annually. The list of fee adjustments as well as the cost analysis is under the "Fee Adjustments" section in the budget book.

Maintaining Subsidy Levels

Cultural Arts Fund - The subsidy for the Cultural Arts Fund was increased in 2007-08 in order to maintain a reserve for capital replacement of equipment and improvements at the Cultural Arts Center. Staff was to return with a plan to address fees charged for the use of our facilities. The current subsidy is applied to the three different operating areas: meeting rooms, classrooms, and the theatre. Staff is recommending increasing rental and labor rates to bring the theatre and classroom subsidy level more in line with the subsidy for meeting rooms at 31%, as reflected in the chart. The increase in rental rates does include City users such as Parks and Recreation classes, which is the biggest user of classroom rental.

Department Revisions		
	<u>General Fd</u>	<u>All Other Fd</u>
City Attorney	\$ 46,200	
City Council	4,500	
City Manager	40,000	
CIT	127,700	
Comm Development	146,800	5,100
Comm Services	209,000	105,100
Finance	74,000	
General Services	143,900	68,000
Human Resources	38,300	17,700
	<u>\$ 830,400</u>	<u>\$ 195,900</u>

Parks & Recreation		<u>Increase</u>
Non Resident Fee - increasing from \$10 to \$20	\$	80,000
Swim Programs		40,000
Youth Sports		17,000
Other		40,000
		<u>\$ 177,000</u>

Proposed Fee Adjustments				
	<u>Current Recovery</u>	<u>Proposed Recovery</u>	<u>Remaining Subsidy</u>	<u>Increased Revenue</u>
Animal Control	34%	39%	\$ 87,000	\$ 7,000
Engineering	41%	58%	77,000	30,000
Fire Prevention	60%	86%	209,000	370,000
Haz Mat	70%	92%	65,000	177,000
Planning	36%	61%	446,000	275,000
Police	77%	78%	194,000	9,000
Total	66%	81%	<u>\$ 1,078,000</u>	<u>\$ 868,000</u>

Cultural Arts Center Enterprise Funds				
	<u>Subsidy</u>	<u>% of Budget</u>	<u>Proposed Inc</u>	<u>% of Budget</u>
Meeting Rooms	\$ 194,000	31%	-	31%
Classrooms	323,000	66%	147,090	36%
Theatre	633,000	65%	240,000	40%
	<u>\$ 1,150,000</u>		<u>\$ 387,090</u>	

Parks & Recreation Fund - This fund receives \$3.75 million in subsidy from the General Fund or about 45% of all costs. Fees for this Fund were last looked at in 2003 and, at this time, the department is recommending modest fee increases of \$177,000. During this upcoming budget cycle, staff will complete the subsidy analysis to see if the current policy is meeting the City's goals in this area. Staff will return to Council once the analysis is completed.

Staff is recommending enhancing the "Scholarship Program" and "Community Grant Program" by \$50,000 each from one time funds to help transition in the above increases.

Uncertain Future: FY 2012 & Beyond

While we plan over a five year horizon, the high level of uncertainty with regards to the State budget and the depressed economy makes projections difficult. Reserves are one mechanism to help deal with the uncertainties that face us in the upcoming years.

Economic Anomaly and Other Reserves

The City's current funding policy for the Economic Anomaly Fund is to have up to 10% of the combined General Fund, Parks & Recreation Fund, Cultural Arts Center Fund, Animal Control Fund and the Emergency Medical Service Fund net adopted appropriation level or about \$17.6

2008-09 Reserve Balances	May-09
Economic Anomaly	\$ 10,781,349
Program Contingencies	660,000
Economic Development	990,334
Balancing Strategies	3,679,559
Litigation	500,000
Program Innovation	195,433
Revolving Nuisance Abatement	80,000
Benefit Rate Mitigation	3,761,021
Security Improvements	124,207
Proposition A Exchange	1,500,000
Compensated Absences	250,000
Alternate Fuel Vehicles	1,781,164
Gen'l Liab/Wkrs Comp.	5,074,323

million. This Fund has a current balance of \$10.1 million. In addition, the City has an additional \$3.7 million in the Reserve for Balancing Strategies and \$3.7 million in the Reserve for Benefit Rate Mitigation for a total of \$17.5 million.

These reserves provide some flexibility to smooth out economic swings, buffer the loss of State and Federal revenues, and to support City operations during emergencies such as natural disasters.

State Retirement (PERS) Rate Hike

The California Public Retirement System (PERS) has sustained losses of 5.1% for the fiscal year ending 2008 and is projected to have losses in the range of 26% (based on the

latest published rate of return dated 3/09) for the fiscal year ending 2009. This becomes more significant when you factor in the portfolio projected a rate of return of 7.25% annually. There is a two-year lag in rate adjustments and rate impacts will not be felt until the 2011-12 fiscal year.

PERS does apply rate smoothing techniques to stabilize rates over the long-term; however, given the magnitude of the projected losses, PERS has proposed temporarily to modify their rate smoothing formula for the next two fiscal years. This modification will help delay and soften the spike in PERS rates over the next several years.

Originally, staff projected PERS increases to be in the \$3.2 million range based on losses of 16.9%. Since then, PERS has continued to suffer additional investment losses in the range of 26% and the PERS increase, without modification, now stands at \$9.7 million. The modification

to “smoothing” the increase is more gradual and is projected to be \$6.6 million in the 2013-14 fiscal year.

State Budget

The State has a budget shortfall of \$21 billion. As reported on May 21 by the Legislative Analyst’s Office (LAO), the proposed solutions of the Governor consists of about \$10 billion of spending reductions, \$7.5 billion of borrowing, and around \$3.5 billion of revenue actions. Included in the borrowing portion of the Governor’s proposal is to suspend Proposition 1A (measure approved in 2004) and borrow almost \$2 billion of property taxes received by cities, counties, and special districts. The City’s share based on 8% of the 2008-09 property tax revenues would be approximately \$4 million. The monies are required to be paid back by the State within three years. The City is on record opposing this budget solution. Should the State go down this path, staff would recommend using one-time reserves to offset the “lending”. The State budget process is far from over and staff will closely monitor the process.

General Fund Revenues and Expenditures

<i>Fiscal Year</i>	<i>% increase Revenues</i>	<i>% increase Expenditures</i>
2009-10	1.6	2.5
2010-11	3.3	3.0
2011-12	2.9	2.9
2013-13	3.7	3.7
2013-14	4.0	3.9

Approximately 71% of General Fund Revenues is derived from three revenue sources: Sales Tax (\$45.1 M), Utility Users’ Tax (\$35.0 M), and Property Tax (\$35.9 M). With regards to the expenditures, Police and Fire comprise 55% or \$88.5 million of General Fund expenditures (including emergency medical services).

Property Taxes - Torrance continues to have a strong property tax base and continues to grow. The City’s property and economic base includes a mix of high-end residential properties and sizable commercial and retail components. The City has a large property tax base of \$23.4 billion in fiscal year 2008, an increase of 5.4% over 2007 and a growth of over 38% over the past five years. Residential property market values in the City have experienced double digit declines over the last several years and as the value of assessment decreases so does the tax receipts for the county, school district and the City of Torrance. Staff projections reflect a modest growth of 3% annually, growing to 5% in the 5th year of the forecast.

	Budget in 000's	%
Sales Tax	\$ 39,932	35.3
Utility Users' Tax	35,936	32.9
Property Tax	37,238	31.8
	\$116,106	65.6
Total General Fund	\$172,313	

Sales Tax – Sales Tax is the largest revenue source of the General Fund. It represents about 35% of General Fund revenues and is projected to decline by one percent in the upcoming fiscal year but pick up as the economy returns. Torrance continues to be the 4th largest producer of sales tax in the County, where the City of Los Angeles, the County of Los Angeles and Long Beach are 1, 2 and 3 respectively.

Utility Users’ Tax (UUT) – Overall, UUT revenues are projected to increase 3% annually due to the increase in commodity prices of oil and utility rates.

Sales Tax	
Auto Sales - New	15.80%
Department Stores	12.30%
Restaurants	9.50%
Miscellaneous retail	8.80%
Leasing	6.60%
Service Stations	6.20%
Apparel Stores	5.70%
Furniture/Appliance	5.60%
Bldg. Materials - Retail	4.30%
Office Equipment	3.10%
Food Markets	3.00%
All Others	19.10%
TOTAL	100.00%

Operational Reviews

Airport - By redeploying current personnel, changing some aspects and job duties, and aligning department expertise, the City could free up to two full time equivalents (FTE) positions to maintain several newly constructed median, repair additional sidewalk and streets without adding additional staff. (See Operational Reviews)

Outdoor Lighting/Electrical - The City can gain some efficiencies from transferring the outdoor lighting repair and replacement from General Services to Public Works, which is currently being done on an overtime basis by General Services. Public Works can then make some changes to extend traffic control maintenance hours to 6:30 pm from 3:30 pm to cover the evening commute. (See Operational Reviews)

Refuse Rates - The Refuse Fund has been able to provide a "green waste" program to 8,000 homes, about 27% of the residents, within their existing budget. It is expected that landfill costs will increase as we approach the year 2012 when the Puente Hills landfill is due to close. In addition to other increases in operating costs, as well as rolling out the "green waste" program to our remaining residents, it is expected that a rate adjustment will be needed in the fall of this year.

Water Rates - Torrance water rates have been very stable over the past 14 years. The only rate increase has been for pass through adjustments to offset higher imported water costs. Imported water costs are projected to increase in double digits over the next several years. One of the strategic goals of the department is to reduce our dependence on imported water. By doing this we will enhance water reliability, minimize impacts to our customers during times of drought, and stabilize long-term water costs. Maintaining our current well production and increasing local water resources is key to accomplishing our goal. It is anticipated that a new rate proposal will be brought forward once the business plan and water rate study is completed later this year.

Capital

The City has deferred action on extending the City's five-year Capital Budget due to the depressed economy and the ongoing threat from the State taking away City funds. However, there are two projects that staff would like to address now:

American Disabilities Act – Compliance

The funding request is for \$360,000 to perform design work for City facilities to improve accessibility to those with disabilities. This would be the first of four phases. Funding for the other phases will be brought back when the Capital Budget is updated.

Brush Chipper – Replacement of three

Brush chippers are evolving with new technology, safety features and fuel efficiencies. These three chippers are all over 12 – 16 years old and do not meet Portable Equipment Registration Program (PERP) requirements for air quality standards. The cost to replace these three chippers is \$99,000.

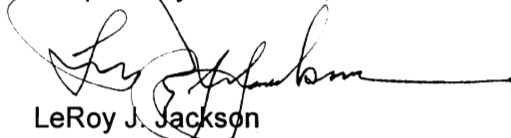
The budget before you reflects a continuing effort of using economic resources of the City to address the primary needs of the community. It preserves necessary reserves and lives within current revenue sources and continues to use one-time funding for one-time budget modification requests, capital outlay and capital projects.

The Council should be commended for their fiscally conservative approach and for making difficult budgetary decisions, especially during the last four fiscal years. The fiscally conservative approach by the Council is reflected in the City's investment grade "A" bond rating.

The budget, as submitted, is balanced for the 2009-10 and 2010-11 fiscal years and forecasts a balanced budget throughout the five year forecast. The budget modifications included in this budget are recommended for approval by the City Manager. The budget document now before you, with the concurrence of the Council, may be revised and when revised will become the City's operating budget for the 2009-11 fiscal years. Please note that any additional funding requirements would require offsets to the other areas of the budget.

The City Council is requested to take input from the public, review the recommended budget and concur or modify this document. Any revisions requested will be incorporated into the City's operating budget for the 2009-11 fiscal years. No formal action is required until after the closing of the 2nd public hearing/budget workshop.

Respectfully submitted,



LeRoy J. Jackson
City Manager

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